



Meeting: **Scrutiny Commission**

Date/Time: **Monday, 10 November 2025 at 10.00 am**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

Contact: **Mrs J Twomey (Tel: 0116 305 2583)**

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Membership

Mrs D. Taylor CC (Chairman)

Dr. J. Bloxham CC	Mrs. K. Knight CC
Mr. M. Bools CC	Mr. M. T. Mullaney CC
Mrs. L. Danks CC	Mr. O. O'Shea JP CC
Dr. S. Hill CC	Mr. B. Piper CC
Mr. A. Innes CC	Mr J. Poland CC
Mr. P. King CC	Mr. K. Robinson CC

Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leicestershire.gov.uk>

AGENDA

<u>Item</u>	<u>Report by</u>
1. Question Time.	
2. Questions asked by members under Standing Order 7(3) and 7(5).	
3. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
4. Declarations of interest in respect of items on the agenda.	
5. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.	



<u>Item</u>	<u>Report by</u>	
6. Presentation of Petitions under Standing Order 36.		
7. Local Government Reorganisation - Draft Business Case.	Chief Executive, Director of Corporate Resources, and Director of Law and Governance	(Pages 5 - 8)
8. Annual Delivery Report and Performance Compendium 2025.	Chief Executive	(Pages 9 - 100)
9. Annual Traded Services Strategy update and Performance Review.	Director of Corporate Resources	(Pages 101 - 118)
10. Medium Term Financial Strategy Monitoring (Period 6).	Director of Corporate Resources	(Pages 119 - 120)
11. Date of future meetings.		

The dates of future meetings of the Scrutiny Commission are:

Wednesday, 28th January 2026 at 10.00am
 Wednesday, 11th March 2026 at 10.00am
 Wednesday, 15th April 2026 at 10.00am
 Wednesday 10th June 2026 at 10.00am
 Wednesday, 2nd September at 10.00am
 Wednesday, 11th November at 10.00am

12. Any other items which the Chairman has decided to take as urgent.



SCRUTINY COMMISSION - 10 NOVEMBER 2025

LOCAL GOVERNMENT REORGANISATION - DRAFT BUSINESS CASE

JOINT REPORT OF THE CHIEF EXECUTIVE, THE DIRECTOR OF CORPORATE RESOURCES AND THE DIRECTOR OF LAW AND GOVERNANCE

PART A

Purpose of the Report

1. The purpose of this report is to provide the Scrutiny Commission with further detail of the Council's proposals for local government reorganisation (LGR), following the presentation considered by the Commission at its meeting on 29 October 2025.
2. A supplementary report will be circulated to members with a draft Business Case.

Background

3. The Government's policy on the reorganisation of local government in current two-tier areas into unitary authorities was set out in the English Devolution White Paper, published on 16 December 2024. It set out how the Government plans to deliver its manifesto pledge to transfer power out of Westminster through devolution and to fix the foundations of local government.
4. The deadline for submission of proposals is 28 November 2025. Following this, the Government will undertake statutory consultation on the proposals submitted by an area, with or without modification.

Policy Framework and Previous Decisions

5. The Secretary of State for Housing, Communities and Local Government has the power under Part 1 of the Local Government and Public Involvement in Health Act 2007 to invite proposals for a single tier of local government. In responding to an invitation, a council is required to have regard to any advice from the Secretary of State as to what a proposal should seek to achieve and the matters that should be taken into account in formulating a proposal.

6. A letter was received from the Minister of State for Local Government and English Devolution on 5 February 2025 setting out the formal invitation to develop a proposal for local government reorganisation and with a requirement for an interim plan to be submitted to the Government before 21 March 2025. This was subject of a report to the Cabinet meeting on 7 February and that report was also submitted to the County Council for information on 19 February 2025.
7. The Cabinet on 18 March approved the outline of the Interim Plan for submission to the Ministry for Housing, Communities and Local Government and authorised the Chief Executive, following consultation with the Acting Leader, the Director of Corporate Resources and the Director of Law and Governance, to finalise the interim plan for submission to the Government, provided that this did not change the underlying principles as presented in the report.
8. The County Council at its meeting on 2 July 2025 agreed, inter alia, that it considered that a north/south split of the County (proposed by district councils and Rutland Council) would have a significant risk to the stability of countywide services, particularly social care, would cause unnecessary disaggregation of services, and that it was unable to support that proposal. The Council's resolution also noted that there was joint agreement with the City Council that the best option for reorganisation in Leicester and Leicestershire is a two unitary model, one City, one County.
9. On 30 July, an Extraordinary Meeting of the County Council was called. A Notice of Motion was agreed, in summary, that proposals for, or agreements to Devolution and Local Government Reorganisation made on behalf of the County Council by the Leader and/or Cabinet and/or Chief Executive, would be subject to debate by and a vote of Full Council before submission to the Government; that the Leader would consult with all Group Leaders on a weekly basis to update them on progress of discussions with the other local authorities concerned; that the County Council did not support any expansion of the Leicester City Council area boundaries.
10. The Cabinet at its meeting on 13 September 2025 considered a report regarding the Government's policy on LGR, the local response made earlier in the year, the position locally and nationally, and financial modelling (on different options) being undertaken to inform the Council's final proposal. The Cabinet, inter alia, acknowledged the decision of the County Council on 30 July not to support the expansion of the Leicester City boundary proposed by the Mayor of Leicester but recognised the need to provide evidence of the financial, service and other impacts of any proposed expansion on the County.

Meeting of the Scrutiny Commission on 29 October 2025

11. The Scrutiny Commission at its meeting on 29 October received a presentation which included the following elements -
 - The criteria for decision making

- Options that had been considered
- The financial case
- Expected benefits to service delivery
- Devolution opportunities
- Community engagement and neighbourhood empowerment
- Democracy and governance
- Implementation and transformation
- Engagement and themes from feedback to date.

The meeting was attended by the Leader and Deputy Leader of the Council, and the Cabinet Lead Member for Resources.

12. Members expressed disappointment that limited detail had been provided at the meeting and requested the opportunity to scrutinise the business case prior to it being considered by the full Council on 12 November. It was noted that the timeline for producing the business case had been challenging for officers, given that both Council meetings in July had taken negative decisions and did not come to a position on a preferred option.

Resource Implications

13. There are no resource implications arising from the recommendation in this report. Work completed to date on LGR has been delivered using internal resources, however LGR will be a significant undertaking that will have an impact on the Council's financial position in future years. More detail will be set out in the Business Case.

Timetable for Decisions

14. The Council's final Business Case must be submitted to the Government by 28 November 2025. It will be considered by a meeting of full Council on 12 November, and the Cabinet at its meeting on 18 November will then be asked to approve the final Business Case for submission.

Equality Implications

15. Due to the complexity/scope of the proposal and possible wide scale impact of the changes proposed the Council will adopt a strategic approach to conducting Equality Impact Assessments during all programme phases and stages.

Human Rights Implications

16. There are no human rights implications arising from this report.

Recommendations

17. The Scrutiny Commission is asked to note this and the supplementary report and comment on the draft Business Case setting out the proposals for LGR for Leicestershire.

Circulation under the Local Issues Alert Procedure

18. This report has been circulated to all members of the Council.

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Background Papers

Acting Leader's Position Statement to the County Council meeting on 19 February 2025 <https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=134&MId=7391&Ver=4>

Notices of Motion to the County Council meetings on 2 July and 20 July 2025 and minutes of those meetings -
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=134&MId=7859&Ver=4>
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=134&MId=8218&Ver=4>

Reports to the Cabinet and minutes of those meetings -

17 December - "English Devolution White Paper"
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=7512&Ver=4>

18 March 2025 - "English Devolution White Paper: Local Government Reorganisation"
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=7874&Ver=4>

7 February 2025 - "English Devolution White Paper: Local Government Reorganisation - Including Urgent Action Taken"
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=7873&Ver=4>

13 September 2025 - "Local Government Reorganisation"
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=7879>



SCRUTINY COMMISSION – 10 NOVEMBER 2025

ANNUAL DELIVERY REPORT AND PERFORMANCE COMPENDIUM 2025

REPORT OF THE CHIEF EXECUTIVE

Purpose of the Report

1. The purpose of this report is to present the draft Annual Delivery Report and Performance Compendium for 2025 which set out the Council's progress and performance over the past year. The views of the Scrutiny Commission are sought on the Annual Delivery Report and Compendium, prior to submission to the Cabinet on 18 November and full County Council on 3 December 2025.

Policy Framework and Previous Decisions

2. The Annual Delivery Report and Performance Compendium 2025 form part of the County Council's Policy Framework. The documents provide performance data which will help the Council and its partners to ensure that services continue to meet standards, provide value for money and that outcomes are being achieved for local people.
3. The Annual Delivery Report and Compendium outline recent progress in relation to key Service Plan priorities and metrics. The Government has recently been consulting on a new national Local Government Outcomes Framework (LGOF) which it is currently aiming to introduce from April 2026.

Background

4. It is best practice in performance management, implicit in the LGA Sector-Led approach to local authority performance and part of the Council's Internal Governance Framework, to undertake a review of overall progress at the end of the year and to benchmark performance against comparable authorities. It is also good practice to produce an annual performance report and ensure that it is scrutinised, transparent, and made publicly available.
5. The National Audit Office has issued best practice guidance for annual reports highlighting that the annual report is a key mechanism for transparent disclosure of an organisation's in-year performance and governance matters. The report should discuss how the entity has

performed in the year, including areas where performance has deteriorated or is below expectations, and the other key risks.

6. The Annual Delivery Report and Performance Compendium (appended to this report) cover County Council delivery over the last 12 months or so. It draws largely on 2023/24 comparative data, although older benchmarking and other data is included where more up-to-date information is not available. In some cases, the data is more recent.
7. The report is divided into two parts – the first part is narrative, summarising delivery and achievements over the last 12 months. It largely focuses on performance against County Council priorities in main service strategies.
8. The second part, the 'Performance Compendium', contains information on:
 - Current inequality in funding.
 - Comparative performance, cost and service benchmarking 2023/24 including lower comparative performing areas.
 - 2024/25 end of year performance figures, where available; and
 - Main corporate and service risks.
9. The reports are draft documents and will continue to be developed to incorporate points made by the Scrutiny Commission and Cabinet as well as the inclusion of any final national comparative data which becomes available prior to its consideration by the County Council on 3 December. The final Annual Delivery Report will be properly formatted and published online via the County Council website (<http://www.leics.gov.uk>).

Delivery Narrative

10. Overall analysis of the narrative shows good examples of delivery across the priority service areas. There remain good planning arrangements, financial management and governance in place supporting delivery of the priorities. A fundamental Efficiency Review and plans for Local Government Reorganisation to a single unitary County and Rutland are being progressed to help meet the significant financial challenges faced by the Council.

Performance Data Analysis

11. The Council's benchmarking shows that it was the fifth best performing county in England on a wide range of performance measures in 2023/24, despite being the lowest funded. The final benchmarking position for 2024/25 will be confirmed early next year. There has though been positive improvement on a range of outcome measures this year.
12. The lower performing areas identified in the **2023/24** benchmarking (from an overall 263 metrics) are set out below.

Adult Social Care

- Adult Social Care satisfaction and quality of life: (5 indicators derived from nationally prescribed surveys of people in receipt of social care services). The previous results displayed relatively lower performance compared to other authorities for a number of indicators, although for some the spread of results is relatively narrow.
- Carers ease of finding information about services.
- % of Care Homes rated good or outstanding.
- Wider Social care workforce turnover.

Children and Families

- Timeliness of conferences and review of child protection cases.
- Looked After Children Health checks.
- Child protection plans lasting 2 years or more.
- Re-referrals to children's social care.
- Education, Health and Care Plans issued within 20 weeks – *though recent improvements have been made. SEND improvement plans are also progressing.*

Public and Child Health

- Air Pollution – concentration and attributable mortality
- HIV late diagnosis
- Child good level of development at 2-2.5 years, and at 5 years old eligible for free school meals.
- The percentage of physically active children and young people.
- Infant mortality rate

Environment and Waste

- The % of **municipal waste landfilled** – *though this has improved significantly over recent years with the negotiation of an increase in the amount of waste delivered to alternative disposal points.*

Transport and Highways

- Relatively low results for number of passenger journeys on local **bus services** originating in the area per head. *Bus usage and park and ride has improved over the past year.*

Economy – Context

- The percentage of **3-year survival** of new enterprises.
- % of employees in knowledge-based industries

13. Looking back at last years benchmarking exercise the following bottom quartile indicators have shown a significant improvement in performance.

Adult Social Care

- % of people using social care who receive self-directed support
- % of carers who report that they have been included or consulted in discussion about the person they care for
- % of people who use services who feel safe

Children's Social Care

- % of young people receiving a conviction in court who are sentenced to custody

Health – Child

- Low birth weight of term babies

SEND

- % of 19-year-olds qualified to Level 2 inc. Eng. & Maths - with statement/EHCP
- % of 19-year-olds qualified to Level 3 - with statement/EHCP
- SEND tribunal appeal rate

Health – Adult

- % of physically active adults

14. Initial analysis of **2024/25 end of year data** shows that of 160 outcome metrics, 73 improved, 34 showed no real change and 53 worsened. Direction of travel cannot be determined for 5 indicators, due to the absence of previous data or changes to indicator definitions. The impact of cost-of-living issues, low funding and service demand pressures have continued to be felt, affecting outcomes in a number of areas, and some of these issues are flagged in the associated dashboards. A summary of progress on the indicators is set out in the Performance Compendium along with the actual detailed data and dashboards.

Service Risks

15. The **service risks** section of the Compendium highlights a number of the areas of risk, which are subject to additional monitoring. Some of the key service risks include: -

- The ability to deliver savings to meet the Medium-Term Financial Strategy (MTFS), unexpected loss of income, and/or failure to control cost and demand pressures.

Children and Families

- **Child Social Care** - if the number and type of **high-cost social care placements** increases then there may be significant pressures on the

Children's Social Care placement budget, which funds the care of vulnerable children.

- **SEN D** - If **demand** for and the complexity of Education Health and Care Plans (EHCP) continues to rise, and corrective action is not taken, there is a risk that the high needs deficit will continue to increase and create a significant burden on the Council.
- If **Special Educational Needs Assessments** are delayed and Education, Health and Care Plans are not issued on time with appropriate school placements for children identified, Transport Operations could be failing to provide a timely statutory service.
- If current **demand for EHC Needs Assessment** and updating of EHCPs after annual review exceeds available capacity of staff within SEND Services, then this leaves the Council vulnerable to complaints of maladministration with regards to statutory timescales.
- If the immigration status of **refugees and asylum seekers** (including UASC) who arrive in the County is not resolved, then the Council will have to meet additional long-term funding in relation to its housing and care duties, with the biggest cost and staffing impacts on C and FS.
- If **suitable placements** are unavailable for **UASC** (unaccompanied asylum-seeking children) who arrive in the County, then there will be significant pressures meeting statutory duties for UASC as well as financial pressures in meeting their complex needs.

Adult Social Care

- If health and care partners fail to work together to address the impact of **system pressures** effectively, there is a risk of an unsustainable demand for care services and a risk to the quality of those services to meet need.
- If the Department fails to develop and maintain a stable, sustainable, and quality **social care market** to work with, then it may be unable to meet its statutory responsibilities.
- If there is a continuing **increase in demand** for assessments (care needs and financial) then it may not be met by existing capacity.

Environment

- If the **Ash dieback** disease causes shedding branches or falling trees, then there is a possible risk to life and disruption to the transport network.
- Waste - If there was a major issue which results in unplanned **waste site closure** (e.g., fire) then the Council may be unable to hold or dispose of waste.
- If there are significant changes/clarifications to legislation, policy or guidance then performance could be impacted and cost increases.
- If services do not take into account current and future environmental changes, such as more flooding, in their planning, they may be unable to respond adequately to the predicted impacts, leading to significantly

higher financial implications and service disruption, as well as making future adaptation more costly.

Corporate Services

- **Cyber Security** - If the council does not effectively manage its exposure to cyber risk, then there is a substantial risk of a successful cyber-attack which could severely damage the Council's reputation and affect service delivery which might result in significant costs.
- If there is a failure to restore services or maintain services in a **major disruption** e.g. pandemic, power outage, cyber incident, etc then the Council is at risk of not being able to deliver identified critical services.
- **Sickness** – If sickness absence is not effectively managed then staff costs, service delivery and staff wellbeing will be impacted.
- **Recruitment** - If departments are unable to promptly recruit and retain staff with the right skills and values and in the numbers required to fill the roles needed, then the required/expected level and standard of service may not be delivered, and some services will be over reliant on the use of agency staff resulting in budget overspends and lower service delivery.

Economy

- **Infrastructure** – If developer contributions are not secured, are not sufficient to cover costs or are not spent efficiently then there could be a failure to pay for roads, schools and other essential infrastructure.
- If the East Midlands Gateway 2 application is approved without mitigating infrastructure, then this could impact the Council's services.

Areas for Continued Focus

16. Given the significant financial challenges, demand, and delivery pressures facing the Council, areas for focus include: -

- Continuing to maintain awareness of Leicestershire's unfair funding position, pursue a significant Budget and Council Efficiency Review and savings initiatives and cost mitigation measures and seek more sustainable funding for local services.
- Continuing progress on the Council's preferred option for Local Government Reorganisation which will deliver significant efficiency savings and wider benefits.
- Continuing to progress improvements to SEND (Special Educational Needs and Disabilities) services and targeted improvements to Children's Social Care.
- Implementing the Public Health Strategy and a refreshed Health and Wellbeing Strategy and supporting public health services.

- Pressing for an effective government solution to the challenges in Adult Social Care and implementing the Improvement Plan in response to the CQC Inspection of Leicestershire Adult Social Care services.
- Implementing a refreshed Local Transport Plan (LTP 4), continued public transport/bus improvements and measures to help support and grow the economy.
- Maintaining the focus on ensuring good local public services and customer satisfaction.

Proposals/Options

17. It is intended that the Cabinet on 18 November will be asked to consider the following recommendations, that: -

- (a) The progress in delivering on the Council's service priorities as set out in the draft Annual Delivery Report 2025 be noted.
- (b) The Council's low comparative funding, good performance outcomes position, and the financial pressures and risks now facing the Authority set out in the Performance Compendium be noted.
- (c) In light of the pressure on the Council's financial sustainability arising from continued service demand, improvement and cost pressures, the Council continues to press its case for a fairer funding settlement, progresses plans for a fundamental Efficiency Review and its preference to secure c£40m of efficiency savings and wider benefits from a new unitary authority for Leicestershire and Rutland.
- (d) The Chief Executive, following consultation with the Leader, be authorised to make any amendments to the draft Annual Delivery Report and Performance Compendium prior to its submission to the County Council on 3 December 2025 for approval.

Resource Implications

18. The report has no direct resource implications.

Timetable for Decisions

19. The views of the Scrutiny Commission will be reported to the Cabinet on 18 November. The Annual Delivery Report is scheduled for consideration by the County Council at its meeting on 3 December 2025.

Background Papers

Local Government Association: LG Inform Benchmarking System
<https://lginform.local.gov.uk/>

Institute for Government - Public Services Performance Tracker 2025 -
<https://www.instituteforgovernment.org.uk/publication/performance-tracker-2025/local-services/overview>

Draft Local Government Outcomes Framework
<https://www.gov.uk/government/publications/local-government-outcomes-framework-call-for-feedback>

Circulation under the Local Issues Alert Procedure

None.

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Appendices

Appendix A - Draft Leicestershire County Council Annual Delivery Report 2025
 Appendix B - Draft Performance Compendium 2025

Equality Implications

20. There are no specific equality implications directly arising from this report. The Annual Delivery Report and Performance Compendium incorporate the progress of the County Council against key equalities commitments and indicators.

Human Rights Implications

21. There are no specific human rights implications arising from the report.

Crime and Disorder Implications

22. The Report highlights progress against key community safety priorities and targets.

Environmental Impact

23. The Report includes progress against a number of environmental priority areas.

Partnership Working and Associated Issues

24. The Report considers progress in relation to the priorities of key County partnerships.

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Annual Delivery Report

2025



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1. Introduction

This progress and performance report covers the period from September 2024 to September 2025, reflecting on recent progress and achievements made by the Council at that point.

A separate Performance Compendium looks at service data and outcomes in more detail, including a range of performance indicators and comparative benchmarking data, as well as some of the risks to service outcomes and delivery.

Over the last 12 months, the Council has continued to adapt to an evolving landscape, including responding to national policy changes, economic pressures and the evolving needs of our residents. Despite these challenges, and with the continued low funding provided to Leicestershire, our focus has been on delivering high quality public services.

Following the County Council elections in May good progress has been made including lobbying government for a better deal for Leicestershire, progressing work towards a fundamental Efficiency Review and new Efficiencies Plan to help drive down the budget gap, a focus on public services, seeking to find new business for Beaumanor Hall and consulting on a new working arrangements policy.

The Government is also proposing a shake-up of Council structures in two-tier areas. Our detailed work on the best option for Local Government Reorganisation in Leicestershire proposes a new single council for the County and Rutland, including joint work with the City Council that demonstrates there would be significant savings of c£40 million each year. Options analysis also highlights significant wider service benefits that will accrue from the changes.

2. Adult Social Care

We continue work to ensure that people have the opportunities and support they need to live active, independent, and fulfilling lives. We are also working to ensure improvements in the experiences of those who receive adult social care.

It is important that people find it easy to access information about social care services and that service users are satisfied with their care and support, live as independently as possible and report a good quality of life. The Council also aspires for unpaid carers in the community to feel more recognised, valued and supported to undertake their caring roles.

It is also critical that adults who may be disadvantaged due to learning disabilities and/or mental health issues are able to live as independently as possible and access suitable employment. Also, that vulnerable adults are supported and safeguarded.

Vulnerable Adults and Safeguarding

Progress in 2024/25

- We have continued to work alongside the Integrated Care Board (ICB) on neighbourhood offers for Mental Health support with a focus on prevention and wellbeing.
- There has been a review of our Adult Mental Health Provision (AMHP) service to ensure that we are able to better meet demand over a 24/7 period.
- Work has continued to update leaflets and guidance around safeguarding to educate people on how to keep safe from abuse and neglect. This was completed in collaboration with people who draw on services and the LLR Safeguarding subgroup.
- 94% of people who were supported through Adult Safeguarding reported their safeguarding personal objectives as achieved.
- Our Legal Services Contracts Team assisted with the procurement of a new Home Care framework with a view to taking care of vulnerable adults and fulfilling the Council's obligations under the Care Act 2014.
- The Homecare Assessment and Reablement Team (HART) supported people to remain at home or return home and continues to receive positive feedback.
- The positive impact of prevention services and measures through the use of community spaces, Occupational Therapy and the Local Area Coordination services has continued, to reduce and delay the need for formal support.

Adult Social Care Services, Information and Advice

Progress in 2024/25

- Our customer feedback form, for use following involvement from adult social care, has been updated, and is being piloted and rolled out. This has been developed in co-production with people who access services, and the feedback is being used to improve service experiences.

- In January 2025, we launched a brand-new website to help people find support to help them to continue to live independently at home. The website helps residents match with carers.
- The Engagement Panel, made up of people with lived experience, have directly influenced and supported change in ways of working to improve the experiences of people accessing services. This includes developing questions for homecare re-commissioning, supporting with an AI pilot of assessment writing and developing paper-based information packs.
- Work commenced with York University to research and develop value based situational judgement tests for Adult Social Care provider recruitment. This work has concluded with results expected to be published in Autumn 2025.
- Our Adult Social Care Service was subject to inspection by the Care Quality Commission earlier this year. The Inspection highlighted a number of service strengths as well as areas for improvement. Strengths highlighted in the report include:
 - Case records reflect people's right to choice, build on their strengths and assets and reflect what they want to achieve and how they wish to live their lives.
 - People's experiences of assessment are positive, with a professional, respectful approach and a clear focus on them as individuals.
 - The Homecare Assessment and Reablement Team (HART) supporting people to remain or return home received positive feedback.
 - The positive impact of prevention services and measures through the use of community spaces, Occupational Therapy and the Local Area Coordination services to reduce and delay the need for formal support.
 - Our commitment to partnership working with evidence of positive relationships and examples of effective partnership working, including Home First, Occupational Therapists, Care Coordination, CQC (provider quality), and the Learning Disabilities Collaborative.
 - People had good access to safe, effective support options, particularly home care.
 - A clear understanding of the safeguarding risks and issues in the area, with senior leadership oversight.
 - An inclusive and positive culture of continuous learning and improvement.
 - A strong culture of Equality, Diversity and Inclusion (EDI) with a clear strategy and actions across the organisation.
- Following the inspection we have reviewed and updated our improvement plans. The focus for improvement includes:
 - Reducing waiting lists.
 - Improving access, information, advice and guidance, including digital exclusion.
 - The carers assessment pathway and support offer.
 - Further understanding and addressing gaps in support services.
 - Reviewing safeguarding pathways and processes.
 - A demand and capacity management review aiming to ensure manageable workloads across all teams.

Supporting Carers

Progress in 2024/25

- The Care Technology Service has completed a project introducing care technology to people with early onset dementia and their unpaid carer. The findings were reviewed by Social Finance and showed, along with qualitative feedback, a reduction of stress experienced by the carer. This is leading to a second project looking at the use of technology to support carers in their caring role and also benefiting the cared for in remaining at home and being supported as they wish.
- A commissioning review of the Carer's Support Service is being undertaken. We have started working in partnership with carers to develop a future service model.
- Carer's contingency planning has progressed, supported by the Accelerated Reform Fund. This will support carers if they are suddenly unable to meet their caring obligations in a time of emergency.
- A review of our Carers' Strategy has started.
- In February 2025, we opened applications for grants to support carers facing costs arising from supporting adults recently discharged from hospital. The grant offers much needed support to carers looking after their loved ones.
- There was increased engagement with carers who receive support and advice on a range of wrap around services such as benefits, carers passports, dementia and cancer support.
- Local Area Coordinators continued to identify carers in the community and support them to access their community, to live active, independent lives.
- In Autumn 2024 the Leicester, Leicestershire, and Rutland partnership 'Connected Care Programme' was highly commended at the Health Service Journal Awards. The programme uses remote technology to reduce avoidable hospital admissions for care home residents, saving almost £1m in avoided hospital admission costs. The programme was also shortlisted in the Local Government Chronicle awards.
- There was a Comprehensive Infection Prevention and Control audit of care homes who contract with the Council with specialist support to make improvements to protect those at risk of harm.

3. Communities, Heritage and Libraries, Regulatory Services

Our work with communities aims for Leicestershire to have active and inclusive communities in which people support each other and participate in service design and delivery. Communities also need to be resilient; able to avoid, prepare for, respond to and recover from emergencies. We are working to ensure Council services are more accessible and inclusive and working with partners to increase community cohesion and tackle hate crime.

We are also working to ensure that our cultural and historical heritage are enjoyed and conserved and that people support each other through volunteering. We aim to protect consumers and promote a fair and safe trading environment through our Regulatory Services.

Participation in service design and delivery

Progress in 2024/25

- A Series of 'Parish Briefings' were held, covering topics such as the Council's Medium Term Financial Strategy (MTFS), Environment & Transport, Local Nature Recovery Strategy (LNRS) and local government reorganisation
- There have been a range of public consultations through the year to engage with residents on a variety of topics, including Rights of Way, Adults Social Care Strategy, SEND and Inclusion Strategy and Local Transport Plan 4 (LTP4).
- We worked to improve the information on the website relating to people asking questions at Council committee meetings to make this clearer and provide more guidance for members of the public about how the process works. The website now includes a form where people can submit their questions to public meetings of the Council's overview and scrutiny committees.
- During the 2024/25 municipal year, 74 questions were submitted to overview and scrutiny meetings by Members and the public, an increase of 56 from the previous year.
- Work took place during the year to promote the County Council election
- Adult learning ran four engagement events during the academic year which provided the opportunity for communities to shape the curriculum offer.
- 1650 residents contributed to the co-produced activities in Communities and Wellbeing venues over the last 12 months.
- Ongoing support was provided to the Culture Leicestershire Community Connectors group. The group is made up of volunteers from different parts of the service (Charnwood Museum, Home Library service etc). This helped to provide insight and feedback on service wide activity and generate ideas and suggestions.
- There was co-production with volunteers of workshops as part of the Museum Collections Development Policy Review.
- We led the Suicide Prevention Lived Experience Network, which co-produced the refreshed Leicestershire, Leicester and Rutland (LLR) Suicide Prevention Strategy.

Cultural and historic heritage and libraries

Progress in 2024/25

- There were over 900,000 visits to our libraries and museums between April 2024 and March 2025.
- In September 2024, the 1620s House and Garden achieved its highest score to date (of 93%) from the VisitEngland team. Melton Carneige Museum also received its highest ever score of 94% in March 2025.
- Bosworth Battlefield Heritage Centre, 1620s House and Garden and Beaumanor Hall all also celebrated success at the Leicestershire Tourism and Hospitality Awards.
- In December 2024, Harborough Museum achieved a national award for its display and exhibition of the historic Hallaton Helmet.
- In February 2025 we launched a new free scheme to enable eligible people to experience the Council's unique art and museum collections from their own home. The project 'Culture to You' is being trialled in Oadby and Wigston with 26 clients and 10 new volunteers recruited to deliver to people's homes.
- There were over 2.5million library loans between April 2024 and March 2025
- 5 Culture Leicestershire websites have been improved and updated to meet accessibility guidance and support residents in accessing information.
- Learning for Independence programmes, designed to support adults with additional needs, make use of cultural/historical heritage resources at Melton Mowbray, Hinckley, Charnwood and Coalville. Projects and performances have helped learners develop self-advocacy, confidence and independence.
- A new section named 'Protecting Heritage' has been added to Leicestershire Highway Design Guide, asking developers to ensure that they have considered protection of heritage in their design and construction activities.
- We continued to promote Leicestershire cultural and heritage activities via the Leicestershire Communities website, social media platforms and established networks.

Volunteering

Progress in 2024/25

- The Leicestershire Lieutenancy promoted the King's Award for Voluntary Service which is the highest award given to local volunteer groups across the UK to recognise outstanding work done in their own communities.
- We procured and implemented a corporate volunteer management database to improve data security and consistency of our volunteer offer.
- A toolkit, checklist and training programme were developed to support the management of volunteers.
- We continued to support volunteering at a strategic and operational level through the Volunteering Operational Group (VOG), the Volunteer Managers Network and weekly drop-in sessions.

- There was continued growth in the number of Council volunteers and volunteering hours, as well as the variety of Council managed volunteer roles.
- The Leicestershire Lieutenancy ran a reservist event in June 2024, to coincide with Armed Forces week where a number of businesses were invited to discuss the benefit of businesses allowing their staff to be reservists.
- We supported Voluntary Community and Social Enterprise (VCSE) organisations to embed asset based and Friendly Connected Community approaches within their organisations.
- Local area coordinators (LACs), alongside partner organisations, supported a pilot work experience programme in Public Health via the Career Ready programme.
- In March 2025, the Chairmans Volunteer Event took place which celebrated the Council's volunteers.
- The Environment and Transport Parish Partnership Initiative continued to support parishes and residents to improve their area by enabling additional services such as sign cleaning, grass cutting and asset maintenance to be provided.
- There continues to be a range of services delivered through our volunteer programmes in Targeted Family Help, Youth and Justice Services and the Fostering Service for children in care, including the Independent Visitors Scheme.
- The Quorn Community Managed Library received the Kings Award for volunteering.
- The Community Managed Libraries (CML) network was maintained and there was renewed support agreements with CML groups.
- Culture Leicestershire benefitted from over 21,000 hours of volunteer support between April 2024 and March 2025.
- The Home Library Service took on an additional 26 clients and recruited 12 new volunteers.

Consumer Safety and Regulatory Services

Progress in 2024/25

- In the past year, Trading Standards officers conducted over 70 enforcement visits to Leicestershire retailers, seizing over 9,000 tobacco products. Enforcement typically results in prosecutions and premises closure orders. This year, a business proprietor involved in the distribution of illicit products was sentenced to eight months' imprisonment.
- Supported by central government resources, Trading Standards maintain an operational presence at East Midlands Airport, where we routinely inspect imported consignments to ensure compliance with UK regulations. Over the past year, nearly 1,100 shipments were intercepted by trading standards officers, resulting in 240,000 unsafe items being prevented from entering the UK market.
- The Litigation Team supported this by continuing to be involved in fire safety prosecutions to ensure compliance with fire safety legislation which protects the public, but which also helps to act as a deterrent to others with a view to driving up

safety standards generally. The Litigation Team also supports work undertaken by Trading Standards with the principal aim of ensuring that markets for consumers operate in a fair and lawful manner.

- Trading Standards continued to address the growing challenge of doorstep crime, responding to a noticeable rise in rogue traders targeting residents. Close collaboration with the police and other partner agencies is essential to reduce crime, educate potential victims, and enforce action against persistent or serious offenders. A recent Trading Standards investigation led to a rogue builder receiving a five-year prison sentence for fraudulent trading
- Our Trading Standards Service remain committed to proactive prevention, with a particular focus on supporting vulnerable residents. Their efforts include the installation of call blockers in homes to significantly reduce the volume of scam calls, helping to safeguard those most at risk.
- The Learning Disability Partnership Board delivered support and guidance to people with a learning disability including how to keep safe from scams and attended the Victim First event.

Customer Service, Community Cohesion and Hate Crime

Progress in 2024/25

- In November 2024, we agreed a new Customer Experience Strategy to ensure people can communicate with our services more quickly. Nearly half a million people have contact with the Council every month, with around 130,000 phone calls received monthly.
- We organised meetings of the Leicestershire Equalities Challenge Group of community representatives and co-ordinated the development and implementation of the Council's Equality, Diversity and Inclusion Strategy.
- In July 2025 we agreed a new approach to flying flags at County Hall to focus on the Union flag, County flag, St George's flag or Lord Lieutenant's flag, to celebrate values that unite us all.
- We organised a Leicestershire Faiths Seminar with a keynote speech from the Bishop of Loughborough.
- A total of 25 people received a Personal Honour during the year.
- We encouraged communities to apply for free road closures and host street parties to celebrate the 80th anniversary of VE Day in May 2025.
- In June 2025 we honoured the huge contribution made by current and former members of the armed forces, their families, reservists and adult cadet volunteers through a key Armed Forces Day event.
- We held an internal session for staff to highlight and promote methods of reporting Hate Crime and sharing best practice.
- Local Area Coordinators supported engagement events in Braunstone to support the recovery of the community after the death of Bhim Kohli.
- Over 4000 adults have engaged in learning activities across the county, engaging a broad demographic to learn about cultures, whilst embedding British fundamental values during the induction of all classes.

4. Highways and Transport

We need our transport, and infrastructure to support the economy and enable housing and employment growth, whilst helping to reduce emissions. The ongoing forecast high population and housing growth will continue to place pressure on our highways and transport services and exacerbate funding challenges.

Major Schemes and Maintenance Supporting Growth

Progress in 2024/25

- Our Local Transport Plan 4 (LTP4) aims to provide a transport network that delivers economic prosperity and supports local, regional and international markets. We adopted the Core Document in July 2025 (stage 1). Work has begun on stage 2, which includes development of focused strategies and multi modal area investment plans.
- Major construction work continued on the north and east Melton Mowbray distributor road to reduce congestion and support new homes and employment growth in the town. The new road is expected to open in early 2026.
- The A511 major road network growth corridor scheme will make significant highway improvements to 9 locations between A42 junction 13 near Ashby-de-la-Zouch and the A50 Field Head roundabout.
- A programme of maintenance and improvement works is being delivered in the 2025/26 financial year that provides benefits for communities and supports growth. This includes Section 106 funding to deliver junction improvements identified in the Market Harborough Transport Strategy.
- Design work continues to progress on the Desford Crossroads junction improvements to reduce congestion, improve journey time reliability on the A47/B582 corridor and re-distribute traffic away.
- Temporary work began on the Zouch Bridge replacement scheme in July 2024 to accommodate Environment Agency “in river” working restrictions. The main construction programme began in February 2025 and is scheduled to complete in January 2027.
- In 2024/25 a total of £22m was invested in Highways Asset Maintenance including £18m on carriageways, £1.6m on footways and rights of way, £0.8m on bridge maintenance and strengthening, £1.2m on street lighting, £0.1m on flood alleviation and £0.3m on traffic signal renewal.
- In 2024/25 our highways teams were out across Leicestershire as part of a £3.3m summer maintenance programme of surface dressing covering more than 751,000m² (around 70 miles) of road. The process sealed cracks, prevented potholes, restored road texture and will keep roads waterproof.
- In November 2024, 23 gritters were on standby to grit 1,300 miles of highway with 16,500 tonnes of salt stored in grit barns across the county. The team carried out 53 runs on 17 routes in 2024/25.
- In March 2025 five new ‘hotbox’ roadmenders were deployed to maintain Leicestershire’s highways. They ensure good quality repairs are done effectively and efficiently. The Council completed 8,764 road repairs last year, an average of 168 jobs a week.

Public Transport

Progress in 2024/25

- Following a refresh of the Council's Passenger Transport Policy and Strategy in October 2023 and Bus Service Improvement Plan in September 2024, progress has been made with an extensive review of the county's passenger transport network. The receipt of £7m of Government Bus Grant Funding along with a range of Section 106 funding has provided an opportunity to reshape the network for Leicestershire's residents as part of this review.
- The review has seen extensive improvements to the network including the introduction of 11 new Digital Demand Responsive Transport services covering areas across Melton, Harborough and North and Southwest Leicestershire. We have launched a new FoxConnect app for flexible journey booking alongside a package of community-based support for passengers. Several new bus routes have started including town services across Melton, Harborough and Loughborough, new pilot services for shoppers, new journeys to access education, employment and medical care as well as additional evenings journeys for leisure purposes.
- In addition, Bus Fare promotions included free bus travel during the first month of operation of the new FoxConnect services, free youth travel during school holidays, festive free bus services and free travel for all for fixed periods on all supported services. We also launched new Leicestershire Buses branding and area bus information booklets with wide distribution to residents.
- Further support has been provided for park and ride services and enhancements to cross-boundary services in partnership with neighbouring authorities.
- Funding of £8.1 million was awarded for electric buses, following a successful Zero Emission Bus Regional Area (ZEBRA) bid. This was rolled out in partnership with two commercial bus operators. Progress has been made by the ZEBRA schemes which will see the introduction of 46 new electric buses by July 2026.
- In November 2024 new figures showed that 1 million miles had been clocked up since the electric Park and Ride buses launched in May 2021. The 10 electric buses operate on routes linking Birstall, Enderby and Meynell's Gorse with the city centre.

Active Travel, Cycling and Walking

Progress in 2024/25

- Work continued with Active Travel England to further the Council's commitment to active travel in Leicestershire, with associated walking and cycling facilities and behaviour change programmes. We have received £2.6m in funding from Active Travel England (ATE) since March 2024.
- Active Travel Fund monies were secured to deliver an active travel improvement at The Parade junction in Oadby. We carried out consultation on the proposal and have continued to work with ATE to explore options to revise the scheme in a way that maintains the benefits of the proposed scheme.

- Work has begun on a proposal for a £1m capital funding allocation, directed to Market Harborough to enhance existing Section 106 programmes.
- Active Travel 5 funding continues to focus on enhancing routes to schools, to encourage families to walk and wheel to school. Such improvements will have a positive impact on journeys to school that encourage active travel to schools and help reduce school gate congestion.
- In September 2024 and February 2025, the Council held local forums showcasing active and sustainable transport initiatives including local walking and cycling plans. This included a free course to allow people to have a go on an electric powered bike alongside a guide.
- In April 2025, the signalised junction at Hollier's Walk in Hinckley was upgraded to meet planning obligations associated with nearby developments. The project replaced outdated infrastructure and reconfigured the junction layout to improve traffic flow and provide enhanced, more accessible crossing facilities for both pedestrians and cyclists.
- The 'Betterpoints' regular driver campaign saw 100 drivers targeted with specific messaging and incentives. 52% of drivers changed behaviour, resulting in a 25% drop in single occupancy car journeys. The 'Betterpoints' general programme continues to run successfully with a total of 4,915 users. More than 930,000 active and sustainable journeys have been recorded, and approximately 586,000 active and sustainable journeys have directly replaced single occupancy car trips.
- The Leicestershire Highway Design Guide Review was developed in December 2024 and provides an Active Travel Matrix that helps designers to make decisions on suitable provision for development sites.

Road Safety

Progress in 2024/25

- The LLR Road Safety Partnership continued to deliver a programme of targeted road safety initiatives across the area. Social media campaigns as well as press and radio interviews focused on e-scooter use/legality, the Fatal4 (speeding, drink, and drug driving, driving whilst distracted, non-wearing of seatbelts) and educating drivers about vulnerable road users.
- Our Traffic and Safety Team developed and trialled the Road Safety Education programme, a series of road safety presentations and messages to a number of schools during Autumn 2024. After a review, this was rolled out to all schools in February 2025. The programme aims to provide young people with the skills they need to stay safe.
- Bikeability courses were delivered to 3,225 primary school children throughout the year to equip young riders with practical skills of how to cycle safely.
- The Driver Education Workshop team administered and delivered National Driver Offender Scheme (NDORS) courses to 40,000 clients.
- 'School Streets' were adopted at two schools in Leicestershire. The trial led to permanent schemes being introduced with 93% of parents saying that the scheme was positive, attendance improving and parents feeling confident to let their children walk to school independently.

5. Environment, Flooding and Waste

We are working to ensure that nature and the local environment are valued, protected and enhanced, resources are used in an environmentally sustainable way, the economy and infrastructure are environmentally friendly and there is a stronger response to incidents of local flooding.

Environment

Progress in 2024/25

- Working in partnership with other local authorities, public bodies, environmental groups, farmers, landowners, and residents, we led the development of the Local Nature Recovery Strategy for Leicestershire, Leicester, and Rutland, which was launched in July 2025.
- Our first Biodiversity Duty Plan was produced, in compliance with the new strengthened biodiversity duty introduced through the Environment Act 2021. It sets out the current and future actions to meet the biodiversity duty.
- We continued to support the Charnwood Forest Landscape Partnership Scheme and its bid to become a UNESCO Global Geopark.
- Our partnership with local wildlife charity, Nature Spot, continues to boost biodiversity and wildlife by planting wildflowers on urban roadside verges across the County. The Wildlife Verge scheme now includes 79 verges across 60 parishes.
- We delivered the Communities Summit 2025, which focused on recognising the achievements of various local groups, champions and businesses in showcasing innovative approaches to supporting biodiversity and the environment.
- In January 2025 we secured £445,000 in grant funding from the Forestry Commission to support more tree planting including new tiny forests. As of July 2025, over 494,000 trees have been planted as part of our Tree for Every Person scheme.
- In November 2024, our project to restore a reedbed at a Leicestershire country park won a national 'Green Apple' environmental award. The reedbed provides a natural and sustainable water filtration system as well as enhancing the environment.
- A review of the Country Tree Preservation Orders (TPOs) in Northwest Leicestershire was completed, to make sure they were up to date and improve the efficiency of the TPO service.
- In September 2024, we opened our popular scheme, run in conjunction with the Woodland Trust, which offers free trees and hedges to landowners and farmers in a bid to encourage more planting across Leicestershire. Each free tree pack includes 50 native trees. In 2023 alone, we gave away 50,000 trees.
- In partnership with the Green Living Leicestershire Group, Leicestershire and Rutland Ornithological Society and others, the Natural England funded Swift Action for Swifts project (worth £60,000) was completed. The project installed

over 350 Swift boxes and 150 Swift callers. The aim of the project was to provide more homes for the birds and inform residents about the importance of Swifts, to increase their population.

- Working with the County Invasive and Non-Native Species (INNS) Local Action Group, we completed a project, funded by Natural England and DEFRA worth £17,000, to record invasive and non-native species as well as for controlling the spread of certain species such as Himalayan Balsam, Floating Pennywort, American Mink, and Japanese Knotweed.
- In November 2024, an environmental project to remove trees affected by ash dieback and allow the remaining trees to thrive commenced along the A511. A comprehensive replanting programme will replace the felled trees with native species.
- Work was completed to review our Tree Strategy to ensure it reflects the changes in national and local policy.
- The delivery of the Countryside Stewardship Woodland Improvement programme continued, having completed the second year of the grant.
- There was ongoing maintenance of the gardens at the 1620s House to promote indigenous plants and a variety of habitats.
- Old technology streetlights have been replaced with new energy efficient LED streetlights. There has also been a reduction in energy costs, energy consumption and carbon production through the street lighting dimming trial. In December 2024, the project was given the prestigious Highway Electrical Association award for Sustainable Project of the Year. Total emissions from street lighting in Leicestershire have reduced by 84% since 2008.
- Our Electric Vehicle Charging Strategy was adopted in September 2024. Its goals include promoting a healthy environment, improving air quality and helping to create better places.
- The Local Electric Vehicle Infrastructure (LEVI) pilot scheme progressed, with appointment of a charge point operator to deliver the project. The first batch of electric vehicle points are scheduled for installation.
- A pilot study was developed to investigate opportunities for electrification of the Councils fleet vehicles.
- In April 2025 community groups and organisations were invited to apply for funding to kickstart renewable energy and energy efficiency projects in their local areas. The Get Ready Community Energy Fund is part of the Greener Future Leicestershire project led by the County Council.
- Work was carried out with teams within the authority that drive high mileages to consider how business mileage can be reduced, saving the Council money and reducing emissions to improve air quality in communities.
- A heat decarbonisation plan has been completed for 62 County Council properties which have fossil fuelled heating systems.
- There was a successful application for £115,000 Phase 4 Public Sector Decarbonisation Scheme funding to install solar panels and air-source-heat pumps at 4 Family Hub properties.
- We acted as a key partner in the delivery of the Leicestershire Collaborate to Accelerate Net Zero (LCAN) Project. The project is delivering 4 key work

packages aimed at improving energy security locally, supporting communities to develop their own energy generation methods via renewables and helping businesses and residents to be energy efficient and save money.

- Our Warm Homes Service delivered a demonstrator project (Home Energy Retrofit Offer) funded by the Department for Energy Security and Net Zero to encourage engagement with government grant initiatives. The Service provided tailored home energy advice visits to 288 households and advice to 1,401 residents with a 97% satisfaction rate.
- Our Adult Learning Service delivered 902 courses that included content to encourage behaviours that help to protect the environment.
- We recruited further Environment Action Volunteers and expanded the scheme to include Sustainable Travel.

Waste

Progress in 2024/25

- Working in partnership with the district councils, the Leicestershire Resources and Waste Strategy was progressed which sets out how the Leicestershire Waste Partnership intends to manage municipal waste up to 2050. Work continues on implementing pledges in the strategy, including action to reduce waste and the amount of waste sent to landfill.
- A campaign to reduce contamination in recycling was delivered during 2024/25 utilising social media platforms and ensuring clear and consistent information to residents on what can be recycled. The Council also developed a video demonstrating the recycling sorting facility to increase awareness.
- We supported the national Recycle Week 2025 campaign with the theme of rescuing recyclable items from the rubbish bin.
- We ran a series of cross-cutting seasonal campaigns across the year associated with religious and cultural festivals such as Christmas, Easter, Ramadan, Diwali and Halloween focusing on a range of waste prevention behaviours.
- The provision of ReHome Zones was extended to all but one of the county's Household Waste Recycling Centres. Working with Alupro, (Aluminium Packaging Recycling Organisation) we delivered a 6-week social media campaign called #MetalMatters to encourage the recycling of metals at home and change recycling behaviour.
- An online waste prevention map was created where residents can find reuse, refill and repair services easily. Organisations are also encouraged to sign up if they offer services to help Leicestershire residents to reduce waste.
- We promoted campaigns to reduce food waste such as 'Love Food Hate Waste.' This included Food Waste Action Week 2025 with the theme of 'Buy Loose, Waste Less' encouraging people to only buy loose fruit and vegetables to prevent food waste.
- We continued to prepare for transfer and treatment of household food waste from April 2026, as part of the Simpler Recycling reforms.

- There has been increased direct engagement with Leicestershire residents, speaking to 3,973 people at 173 talks and roadshows and a series of composting workshops to support people in their home composting activities.

Flooding

Progress in 2024/25

- In July 2025 we decided to allocate £2m of extra money into tackling flooding, including expanding investment to undertake more investigations, find the causes of flooding, identify potential solutions and fund drainage repairs.
- Since the publication of the Local Flood Risk Management Strategy in November 2023 we have continued to support work with communities and partners to prevent and respond to flooding events.
- Work continued on building a new website for the Local Flood Risk Management Strategy to encourage and support community education around flood risk and how best to be prepared for severe storm events.
- January 2025 saw the worst flooding event in recent history in Leicestershire with over 700 properties flooded internally. Working with partners, we provided support to communities to get back to normal afterwards. Work included setting up rest centres, visiting flooded homes to support and signpost, and pumping water from flooded areas.
- A series of multi-agency flooding drop-in sessions were held in March and April 2025 across the most impacted areas. This provided the opportunity for people to report and discuss flooding impacts, hear about actions being taken and to learn about how to be prepared and more flood resilient. It also provided the opportunity to learn about which agency does what and explain the role of the Council as Lead Local Flood Authority (LLFA) and Highway Authority with respect to highway drainage. Further winter preparedness events are happening in autumn 2025.
- In our role as LLFA, we have continued to progress with formal investigations into flooding events throughout 2024 and the event in 2025 is triggering further investigations.
- Around £500,000 of Local Transport Grant has been allocated to projects in Long Whatton and Oakthorpe to help better protect residents from future flood risk. The LLFA was also successful in a bid to the Environment Agency and was awarded around £1m towards flood alleviation measures in Stoney Stanton.

6. Children and Families

We work to ensure that all children and young people get the best start for life and have the opportunities they need to fulfil their potential, regardless of their circumstances. Children are best supported to grow within their own families, and this reflects an aspiration for families to be self-sufficient. We want every child to have access to good quality education and young people to aim high and reach their potential. In addition, that vulnerable children are identified and protected from harm and abuse.

Best start in life

Progress in 2024/25

- Since the introduction of the government's Expansion of Childcare programme for working parents, 4,095 two-year-olds and 3,911 children under two have accessed funded childcare places.
- More infants received a New Birth Visit within 14 days, and more infants received a 6–8-week review within 8 weeks, ensuring early identification of issues or concerns and early help support.
- Our Public Health service continued to commission Health Visitors who provide advice and support to parents, promote child development such as bonding and attachment; feeding; and protecting babies from harm by promoting the importance of immunisations. Health visitors assess and monitor growth and development and encourage the development of healthy lifestyles and good nutrition.
- The Healthy Tots programme has continued to support health and wellbeing recognition within early years settings
- The Oral Health Team has continued to deliver Occupational Health training and establish supervised toothbrushing in early years settings.
- There was continued delivery of the HENRY (health eating, nutrition in the really young) programme which has seen 6 programmes delivered within family hubs.
- Leicestershire's Maternity and Early Years Strategy Group created a plan aimed at supporting early communication in children from birth to two years old.
- We used two-year health review data to identify childcare providers where children missed milestones, aiming to target training in communication, language and physical touch.
- Training was organised by our Children and Family Services on behalf of the Department for Education, for the Early Years sector to support best practices in the development of two-year-olds.
- A 'Baby Fortnight' campaign was delivered with 138 families with children under two by encouraging participation in events and activities including messy play, sensory sessions and speech and language support.

- We continued to deliver the Bookstart offer in partnership with Booktrust, targeting vulnerable families.
- All libraries offered free weekly Wriggly Reader sessions to support early reader development.

Families are self-sufficient and resilient

Progress in 2024/2025

- We continued to support families to access services and improve their personal, family and household circumstances, for example, via the Household Support Fund, debt/money advice services, and access to furniture, white goods and other household essentials.
- Hundreds of local families received extra support for Christmas including food hampers, toys, and food vouchers through our Targeted Family Help service. We also opened up our wider Household Support Fund to enable eligible households to apply for an average of £200 for food and energy costs. The Family Help Service also runs Family Hubs across the County.
- Our Family Hub 'Start for Life' initiative offered a range of free sessions to parents and carers of babies and toddlers to help with early childhood development. Free stay and play sessions were run at more than 20 Family Hubs across the county.
- Our Community Delivery teams have supported access to services such as Citizens Advice, the Household Support Fund, and debt support, along with distribution of warm packs to those in crisis.
- Free holiday clubs and gym membership ran over Easter for eligible children, through the government funded Holiday Activities and Food programme, coordinated by the Council. Free holiday clubs and gym and swim memberships were also offered over the summer for eligible families at more than 90 venues across the county.
- Children and Family Service Targeted Help teams continued to provide support to families referred by partner organisations and offer phone advice, assistance and information on various parenting topics, with 10,764 contacts made with families during 2024/25.
- Information and Support Coordinators working in our 'front door' service supported 1,986 families with phone advice, support and signposting on issues including child behaviour and emotional well-being. In the locality teams, 257 families received support from a Family Wellbeing Worker.
- The Teen Health Service (ages 11–16) delivered early intervention and preventative initiatives, supporting healthier lifestyles and discouraging risk-taking behaviour through individual support, group interventions, school-based drop-in sessions, and resources available on the Teen Health website.
- Specialist staff in the Youth and Justice Service provided ongoing emotional support, mentoring, and group activities for young carers across the County and organised SEND groups for children with special educational needs and

disabilities, focusing on friendship, support and informal education to help develop life skills.

- A new Family Hubs website has been developed and serves as a universal self-help resource for families and professionals.
- Our Adult Learning Service worked with 9 Family Hubs and pathway groups across the county. 32 courses were delivered supporting 178 parents/carers and 251 children. There were 574 family learning enrolments in the 2024/25 academic year, with a range of courses including parent literacy and numeracy skills enabling them to support their children. These courses are targeted in areas of higher deprivation.
- Our Property Team have been active in dealing with loans to foster families to enable the adaptation of properties to ensure that there are sufficient places for children in the social care system.
- Our Independent Visitor scheme continued to support young people in care to make connections with a responsible adult and enjoy fun activities.

Access to good quality education

Progress in 2024/25

- A new School Places Strategy is being developed and will set out our approach to delivering school places for 2025 to 2030. This will be supported by a revised Leicestershire Planning Obligations Policy which will help ensure developer contributions are received from developers for children from approximately 52,000 homes expected to be delivered.
- There was a high level of success in meeting parent preferences for first time admissions into primary schools and phased transfer into secondary schools. 95% of primary allocations secured their first choice and 99% one of their top 3 preferences. 92% secured their first choice of secondary school, and 98% one of their top 3 preferences.
- Coalville Greenstone Primary School, the County's first forest school, opened in August 2025 with capacity for 420 pupils.
- There has been an expansion at four secondary schools providing 924 additional school places across Oadby Manor High, Hinckley Redmoor Academy, Burbage Hastings High and Shepshed Iveshead School.
- At the start of the academic year, Bowman Academy opened on the Shepshed Iveshead campus providing 64 Social, Emotional and Mental Health (SEMH) Special Educational Needs and Disabilities (SEND) places. In addition, new SEND provision for early years stage SEND children is being provided within mainstream primary schools, with 40 new places opening in 2025/26.
- In June 2025 we approved a new three-year SEND and Inclusion Strategy setting out how organisations representing education, health and social care will work together to improve support for children with special educational needs and disabilities. There has been a continued increase in applications, and improvement work has led to an improvement in issuing timeliness during 2025.

- Improved education attainment has remained a priority for the Council, with 91% of schools now rated good or outstanding, 6.5% higher than the national average.
- There are more pupils in good or better schools at the end of the 2024/25 academic year, and fewer pupils in Requires Improvement or Inadequate schools compared to the end of the 2023/24 academic year.
- Our Education Effectiveness Team have actively supported the education of County children who are disadvantaged through the development of a Pupil Premium Network to share expertise and good practice across schools.
- Tailored support, advice and resources were provided to Leicestershire schools through our Creative Learning Services, including a new SEND offer.
- In October 2024 Beaumanor Hall's education school activity programme was honoured with a learning outside the classroom quality badge. Activities offered include 'day in the life of a viking', 'Victorian day' and 'World War II experience'.

Young people are able to reach their full potential

Progress in 2024/25

- The Inclusion Service continues to provide advice and signposting to young people Not in Education, Employment, or Training (NEET) in Leicestershire. Those who are vulnerable can access direct support from an Education Officer to explore their next steps and secure a place in education or training. In August 2025, 44 vulnerable NEET young people were receiving support from the service.
- The Inclusion Service carried out preventative work with Year 11 pupils who are at risk of becoming NEET when they leave school. This is to ensure the majority of Year 11 pupils that receive support have a post 16 destination in place at the end of the academic year.
- The Lord Lieutenant's Young Person of the Year Award took place celebrating achievements including Young Person of Courage, Young Volunteer, Young Artist, and Young Leader. There was a total of 70 nomination for the awards which were held in May 2025.
- During the academic year, our Adult Learning Service supported 97 apprentices over a variety of subject areas.

Safeguarding

Progress in 2024/2025

- In 2025, our Children and Family Service launched focused guidance to support practice in response to Domestic Abuse. This supplements the established extended domestic abuse team offer of early contact to families to avoid escalation of conflict and to understand the impact of domestic abuse on children.
- The Leicestershire Safeguarding Partnership has developed additional safeguarding responses to children with complex health needs in the context of

parental neglect. This new procedure was endorsed by all partner agencies in July 2025 and will be launched in October 2025.

- Leicestershire's Family First Partnership was established to implement national social care reforms aimed at further enhancing the provision of support to children and families, including safeguarding vulnerable children.

Young people involved in and impacted by criminal behaviour

Progress in 2024/2025

- Our Youth Justice Service highlight that fewer children are entering the justice system and that custody rates are decreasing in Leicestershire. The service offers new pathways for child victims to receive help, aiming to reduce their risk of offending. A variety of restorative justice methods are available, including conferences, mediation, and regular updates for victims.
- Leicestershire's Diversion Offer, a collaboration between Leicestershire Police, Children's Social Care, the Council's Youth Justice teams, the Youth Court and the Crown Prosecution Service, continued to work on diverting children from criminal proceedings into support services, aiming to reduce re-offending and victim numbers.
- The Safer Returns Project continued to work with children reported missing in Leicestershire, exploring their circumstances, reducing repeat incidents, and supporting families and care providers through advice and empowerment sessions.
- The Children and Family Service Child Exploitation team continued to offer support to children affected by sexual and criminal exploitation. In 2024, there were 201 referrals for suspected child criminal exploitation and 161 for child sexual exploitation. Specialist child exploitation workers spend time building a positive working relationship with children.

7. Economy and Strategic Planning

We are working to use innovation and skills to build a productive, inclusive and sustainable economy at the cutting edge of science, technology and engineering. It is important to ensure that education and skills are aligned to employers' needs as this will drive economic growth and ensure people can get good jobs and make progress in their careers. With work to ensure fewer employers report skills shortages or gaps and to increase opportunities in the labour market. To support a flourishing economy, we need higher productivity rates facilitated by increased investment in research and development (R&D). There are also opportunities to capitalise on our prime location for international business. We also need housing and digital infrastructure to support the local population and economy.

Progress in 2024/25

Skills and Work

- In partnership with Leicester and Leicestershire Business and Skills Partnership and Leicester City Council we were awarded £3.2m Wave 6 Skills Bootcamp funding, to deliver a wide range of courses.
- In September 2024 it was announced that a new generation of students will be skilled up for careers in advanced manufacturing and clean energy through an investment of more than £2m by East Midlands Freeport. The Freeport is investing more than £2m in the Future Energy Skills Hub (FESH), with higher technical skills courses started in September 2025.
- Our Adult Learning Service continues to offer a huge catalogue of courses through GoLearn including free GCSE English and Maths for eligible residents.
- The Multiply Programme completed its third year providing people with the numeracy skills they need for everyday life, to allow them to be confident in things like budgeting, working out bills, helping with children's homework and improving job prospects. Nearly 7,500 people benefited from support with 98% reporting increased confidence with numbers.
- A range of local activities were highlighted during Number Confidence Week in November and a project celebration event in February recognising the hundreds of adults supported across Leicestershire.
- In March 2025, our Adult Learning Service was rated as 'Good' across all key areas in its latest Ofsted inspection. Inspectors praised the friendly and inclusive environment that helped learners feel welcome and valued. The service plays a crucial role in helping people gain new skills and enhance their career prospects.
- Referrals from the Work and Skills Leicestershire service have continued to progress into wider Adult Learning provision that supports employability, including CV writing and job searches.
- Our Adult Learning Service ran the Learning for Wellbeing programme, which supported 719 adults to develop and build confidence and improve their mental wellbeing, helping to remove barriers to employment and promote independence.
- We supported the Leicester, Leicestershire and Rutland Workwell and Connect to Work programmes.

- The Armed Forces Covenant programme has supported two Armed Forces Voices webinars. The Forces Family Employee network, which we co-ordinated and supported, was attended by over 40 members offering peer support, advice and opportunities.
- A Female Veterans Working Group was established to identify and address the needs of the group, including social, physical, employment issues.
- In February 2025 we were rated 'excellent' as a training provider for the work we do to support our 225 apprenticeships in varied roles from chefs and forest operatives to social workers and business analysts. The approach enables staff to upskill whilst they work and helps retain a valued workforce.
- The Inspired to Care offer and uptake was reviewed and promoted. The number of views on posts on social media has increased 172% and the number of visitors to the website increased by 112%. The Inspired to Care Team passed on 3,117 candidate leads to members, a rise of 74% on last year.
- Inspired to Care developed a Sector Work based Academy Programme (SWAP), which offers training and work experience to those seeking work. The first successful programme started in June 2025.

Strategic Planning

- The publication of the Leicestershire County Council Local Aggregate Assessment (LAA) in November 2024 forecasts demand for aggregates based on sales data and other relevant local information; analysis of aggregate supply options; and assessment of the balance between demand and supply.
- The fourth Leicestershire County Council Authority Monitoring Report (AMR) on the implementation of the Council's Minerals and Waste Local Plan reviewed whether the evidence, assumptions and targets within the plan remain relevant.
- We delivered 100% of county planning applications for major developments in the statutory timescales.
- We continue to input to the Members' Advisory Group and Strategic Planning Group to ensure that strategic planning matters, in particular strategic land use planning and transport planning, across the County, City and other neighbouring authorities are considered and addressed to enable housing and economic growth to come forward supported by key infrastructure. Most recently this has been through the preparation of updated joint evidence to inform future Statements of Common Ground.

Business Support and Economic Development

Progress in 2024/2025

- We continue to be a key partner in the Enterprise Zone Programme which supports Research and Development businesses on 3 sites in the County: Loughborough University Science and Enterprise Park, Charnwood Campus and MIRA Technology Park near Hinckley.

- In October 2024 progress on our Investing in Leicestershire Programme was noted, supporting economic growth in the county as well as income for the Council.
- The Freeport continued work to deliver tens of thousands of jobs and add billions to the regional economy by attracting inward investment at its three tax sites including the East Midlands Airport Gateway.
- In December 2024 the final phase of the Council's Airfield Business Park development got underway. The development, featuring sustainable construction methods including use of solar panels and electric car charging points, will help provide jobs and boost the local economy. The phase will see 10 new units and a coffee outlet drive-thru unit.
- Invest in Leicester, working in partnership with the public and private sector, has showcased major Leicestershire development sites at a key investment event, the UK's Real Estate Investment & Infrastructure Forum (UKREiIF) conference. This highly regarded event connects people, places and businesses to accelerate and unlock sustainable, inclusive and transformational investment.
- Working in partnership with the Team Leicester Network, Invest in Leicester Shire has secured sponsorship to deliver events and promotional activities to showcase Leicestershire as a great place to live and work.
- We launched a new look 'Visit Leicester/Leicestershire' website with the City Council as part of the Place Marketing joint working agreement.
- The Leicestershire Lieutenancy promoted the King's Award for Enterprise which is presented annually to businesses across the Country who have made outstanding progress in the categories of innovation, international trade, sustainable development or promoting opportunity through social mobility.
- Trading Standards officers continued to provide support to the Leicestershire economy, offering regulatory guidance to over 1,000 businesses. When initial advice does not lead to compliance, the service has been prepared to take enforcement measures, ensuring fair competition for all.
- We are working closely with Building Digital UK on the delivery of Project Gigabit in Leicestershire. Gigabit-capable broadband will be rolled out to 14,400 homes and businesses in the County with the potential for more premises to be included in the project. The rollout began in Summer 2024 and is expected to conclude in 2029.
- A partnership with the universities of Leicester, DeMontfort and Loughborough was launched to support free access to academic libraries for Leicestershire residents.

8. Public Health and Wellbeing

We continue work to ensure that people live in a healthy environment and enjoy long lives in good health and with reduced health inequalities. That an increased proportion of residents have a healthy weight and that there is improved mental wellbeing and reduced prevalence of mental ill health.

Good health is a basic precondition for people to take an active role in family, community and work life. Health outcomes are influenced by a wide range of social, economic and environmental factors, known as 'wider determinants of health'. We are embedding a 'Health in all Policies' approach to systematically consider the health implications of all decisions.

Health Inequalities

Progress in 2024/25

- In January 2025 the Council secured £5.25m of funding, in partnership with local universities, to deliver health and wellbeing research that improves people's health and tackles health inequalities. The funding is from the National Institute for Health and Care Research (NIHR).
- Last year over 160 people each month across Leicestershire accessed stop smoking services for help and support to quit. The Smoke Free Generations initiative is targeting key groups and individuals including schools and pregnant women, to help reduce smoking and vaping.
- Quit Ready's enhanced stop smoking offer supports people with mental health conditions, pregnant women, young people, and routine and manual workers. Tailored pathways, workplace outreach, trauma-informed support, financial incentives, and flexible help empower people to quit smoking, tackle health inequalities, and live healthier lives.
- Through an integrated approach with our health partners (Learning Disability and Autism Collaborative and Learning Disability Partnership Board) work progressed to reduce health inequalities for people with a Learning Disability.
- In November 2024 a new partnership between the Council and Age UK Leicester Shire supported more people to claim pension credit, helping them to stay warm and well. The scheme uses some of the Government funded Household Support Fund.
- We supported the delivery of the Local Immunisation Street Team (LIST), which is a community-based immunisation initiative aimed at improving uptake of MMR and pertussis vaccines in areas with low coverage across Leicester, Leicestershire, and Rutland.
- In December 2024, we established a new Leicestershire Air Quality and Health Action Plan to 2028 setting out plans to improve health inequality linked to air quality.
- The Air Quality and Health Partnership action plan was renewed in 2024 and focuses on groups most at risk of harm from poor air quality, informed by a needs assessment advocating for focus on these groups when planning interventions

and programmes of work. An example is a multi-partner project around South Wigston schools and surrounding air quality.

- There was continued influence on wider policy work across the Council through the Health in all Policies (HiAP) wider determinants approach, including strategic health impact assessment.
- A Strategic Health Impact Assessment pilot focused on district and borough council Local Plans to enhance health outcomes and reduce negative health impacts. Our Public Health Service continued to provide support to all local planning authorities renewing their Local plans embedding considerations on food environments and active travel.
- In January 2025 our Healthy Workplaces programme signed up its 100th workplace to help keep employees' health a priority. Members receive health checks and training support.
- We developed the Leicestershire and Rutland Oral Health Steering Group and working groups to push forward the recommendations from the Joint Strategic Needs Assessment (JSNA), working alongside partners from across the health system.
- We worked to increase the uptake of those with Serious Mental Illness to have health checks, breast cancer screening and access to the Quit Ready programme.
- We re-procured the Long-Acting Reversible Contraception (LARC) service to ensure local community access to LARC for women of Leicestershire and Rutland.
- Making every contact count has continued to deliver Healthy Conversation Skills training working with University Hospitals of Leicester and Adult Social Care to embed the training.
- Community Delivery teams continue to support trauma informed approaches and utilise asset-based community development approaches to deliver work directly to communities that meets their needs and aspirations as well as promoting good health.
- We supported screening initiatives for our learning disability and autism (LDA) community to increase coverage and uptake. This supports our local Learning from Lives and Deaths of those with LDA Review.
- Our Warm Homes Service implemented the local authority Flexible Eligibility mechanism to widen access to national Energy Company Obligation funding, providing energy efficiency upgrades to low income and energy inefficient households. The wider criteria supports those with health conditions exacerbated by cold homes. This resulted in an additional 967 households being able to access funding in 2024/25.
- The Warm Homes Service delivered approximately £1.2m of capital works installing energy efficiency measures via Home Upgrade Grant (HUG) funding from the Department for Energy Security and Net Zero. This provided 145 measures across 108 properties.
- We developed the Whole Systems Approach for Healthy Weight, Food and Nutrition which is bringing system partners together to address unhealthy weight and supporting residents to access healthy, nutritious and sustainable food.

- We launched 'Going for Gold' - Leicestershire's bid to become a Gold Sustainable Food Place which showcases Leicestershire's innovation and commitment to ensuring access to healthy and sustainable food for residents.

Mental Wellbeing

Progress in 2024/25

- Over 79 organisations have now signed up across the county to be a Mental Health Friendly Place (MHFP) and over 170 people have received training via the programme – which includes MHFA awareness and suicide awareness training. The MHFP programmes offer low level mental health support, providing a safe space for people to seek support. In February 2025 we expanded a mental health initiative to offer dedicated help to football clubs to support adult males experiencing mental health challenges. Clubs receive mental health first aid awareness and suicide prevention training.
- The launch of the My Space My Game pilot project, developed in partnership with Leicestershire Football Association and the new Mental Health Friendly Clubs (MHFC) is specifically targeted towards men. The aim is to offer a safe space for men to be able to open up and start to 'normalise' conversations around mental health.
- In September 2024 the Council won two awards for its efforts in supporting employees in the workplace. The Menopause Friendly Employer of the Year Award and Best Peer to Peer Support Award for being a supportive workplace.
- 981 adults attended health and wellbeing programmes offered through our Adult Learning Service. These included: Learning for Confidence and Better Mental Health, Coping for Change and Five Ways to Wellbeing. 247 of the 981 adults attended programmes to support recovery and maintain positive mental health following poor mental health experiences.

Annual Performance Compendium

2025



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PART 1: Inequality in Funding and Fair Funding Campaign

Low funding remains the Council's Achilles heel and without a fairer system, local services have increasingly been cut to the bone and council tax increased to the maximum allowed under Government rules. The Council's financial position continues to be extremely challenging following over a decade of austerity, the longer term impact of Covid-19 and recent inflation and spending pressures, particularly around social care and special educational needs.

The local government funding system continues to be based on increasingly outdated cost drivers and assumptions. The impact of this over the years has been to allow London Boroughs in particular to receive levels of funding that has led to them being able to set lower Council Tax levels than other parts of the country. Rural areas have been the losers.

The list of county authorities with financial problems continues to grow - with some counties having moved to provide services only to the statutory minimum. The County Council being at the bottom of the funding league has major implications for the provision of services to the people of Leicestershire and for council tax levels.

There is also significant uncertainty and risk around future funding levels. The 2025 Spending Review did allow for an increase in local government funding, although the majority of headline increases will be funded by assumed council tax increases.

The Government is planning to implement Fair Funding and a Business Rates 'reset' from 2026/27. However, other long-promised reforms to Social Care and Special Educational Needs and Disabilities appear to be delayed in the medium term. All of these reforms are essential for the long-term sustainability of local government, although experience shows that badly implemented reforms can make the situation worse.

Extent of Funding Inequality

In terms of the scale of inequality, Leicestershire would be £645m better off if we had the same income per head as the highest funded authority, the London Borough of Camden. The Core Spending Power Charts (overleaf) set out the extent of current funding inequality. An analysis of funding by accountants PwC found that the more generous funding for London boroughs has allowed them to provide more services for their residents while maintaining some of the lowest council tax rates in the country. Given Camden's funding per head our budget would more than double. Even given the national average funding per head, Leicestershire would gain £172m each year and we would be looking to invest in services and not cut them. We have already taken over a quarter of a billion pounds (£290m) out of the budget. This is why we must succeed in securing fairer funding, so that we can fund statutory services on an equitable basis.

Lowest Funded County

Leicestershire remains the lowest-funded county council with greater risks to service delivery and improvement as a result. If we were funded at the same level as Surrey, we would be £136m per year better off. Some of the higher funded counties have

traditionally been the better performing ones, though even these are now reducing service standards. Leicestershire's low funded position means that the scope for further savings is severely limited compared to other authorities.

Without fairer funding the forecast position will make it increasingly difficult to maintain good delivery levels and target improvements in response to key local issues. The 2025/26 budget was only balanced after the planned use of £5m from reserves and delivery of the 2025-29 MTFS required savings of £176m to be made to 2028/29. The MTFS sets out £3m of savings, while a further £52m of savings are required from the Dedicated Schools Grant. A proposed major efficiency and service reviews are planned to identify savings to offset the £91m funding gap in 2028/29.

Fair Funding Campaign

We have campaigned to ensure that Leicestershire gets a fairer deal. We enlisted the support of other low funded authorities and their respective MPs into a campaign to highlight the unfairness of the current funding system. The current funding system is out of date, complex and unclear and based upon old systems which focus heavily on past levels of spending. County Councils have suffered most from the current outdated system of council funding, hence the Council's campaign for fairer funding.

The previous Government had accepted many of the arguments put forward and indicated a preference for a simpler system that recognises the relative need of areas, rather than just reflecting historic funding levels. Unfortunately, the reforms were postponed over a number of years. However, the new Government intends to implement a form of Fair Funding with effect from 2026/27, with a three-year settlement running to 2028/29. Early indications are that the County Council may gain some additional funding from the new formulae but there are some potential significant losses for some areas, including London and Metropolitan areas and the Government may make amendments accordingly which could lead to any potential gains being reduced or not materialising at all.

Impact of Cuts on Performance

The extent of service reductions made has already impacted most areas of service delivery and some areas of performance and any further cuts will put at risk other priority areas. The later sections of this report set out the current performance position and summarises current key Council risk areas. These pressures have been further exacerbated by the financial and service implications arising from the longer lasting demand impact of Covid-19 on residents, communities, services and the Council as well as demands arising from the recent cost-of-living crisis and inflation.

Core Spending Power per head 2025/26 - Comparison with Leicestershire

Camden	£1,839	£879	£645m
Kensington and Chelsea	£1,786	£826	£606m
Islington	£1,744	£784	£575m
Hackney	£1,712	£752	£552m
Westminster	£1,663	£703	£516m
Blackpool	£1,621	£661	£485m
Southwark	£1,620	£660	£484m
Knowsley	£1,596	£636	£467m
Lambeth	£1,584	£624	£458m
Tower Hamlets	£1,512	£551	£405m
Lewisham	£1,506	£546	£401m
Liverpool	£1,504	£544	£399m
Haringey	£1,503	£542	£398m
Hammersmith and Fulham	£1,492	£532	£390m
South Tyneside	£1,489	£529	£388m
Gateshead	£1,451	£491	£360m
Hartlepool	£1,427	£467	£342m
Greenwich	£1,407	£447	£328m
Isle of Wight	£1,390	£430	£315m
Sunderland	£1,387	£427	£313m
Waltham Forest	£1,377	£417	£306m
Torbay	£1,374	£414	£304m
Brent	£1,361	£401	£295m
Croydon	£1,352	£392	£288m
Richmond upon Thames	£1,350	£390	£286m
Newham	£1,348	£388	£285m
Middlesbrough	£1,347	£387	£284m
Blackburn with Darwen	£1,344	£384	£282m
Redcar and Cleveland	£1,344	£384	£282m
Wirral	£1,340	£380	£279m
Wolverhampton	£1,332	£371	£273m
Barking and Dagenham	£1,331	£370	£272m
Enfield	£1,323	£363	£267m
Kingston upon Hull	£1,319	£359	£264m
North East Lincolnshire	£1,317	£357	£262m
Sefton	£1,310	£350	£257m
Salford	£1,309	£349	£256m
Halton	£1,308	£348	£255m
Newcastle upon Tyne	£1,296	£336	£246m
Birmingham	£1,295	£335	£246m
Westmorland and Furness	£1,290	£330	£242m
Rochdale	£1,289	£329	£241m
County Durham	£1,287	£327	£240m
Manchester	£1,286	£326	£240m
Kingston upon Thames	£1,284	£324	£238m
Sandwell	£1,282	£322	£236m
Walsall	£1,281	£321	£236m
St. Helens	£1,280	£320	£235m
East Sussex	£1,280	£320	£235m
Nottingham	£1,274	£314	£231m
	Funding 2025/26 per resident	Difference compared to Leicestershire per resident	Extra Funding for Leicestershire (£m) if funded at same level

Authority Type

- County
- Metropolitan District
- Unitary Authority
- Inner London Borough
- Outer London Borough

North Tyneside	£1,270	£310	£227m
Northumberland	£1,266	£306	£224m
Cumberland	£1,258	£298	£219m
Stoke-on-Trent	£1,256	£296	£217m
Sutton	£1,252	£292	£214m
Ealing	£1,245	£285	£209m
Sheffield	£1,244	£284	£209m
Brighton and Hove	£1,238	£278	£204m
Oldham	£1,233	£273	£200m
Tameside	£1,232	£272	£199m
Harrow	£1,223	£262	£193m
Herefordshire	£1,222	£262	£192m
Cornwall	£1,221	£261	£192m
Darlington	£1,221	£261	£192m
Rotherham	£1,220	£260	£191m
Dorset	£1,213	£253	£185m
Barnet	£1,208	£248	£182m
Merton	£1,201	£241	£177m
Doncaster	£1,198	£238	£174m
Barnsley	£1,197	£237	£174m
Bristol	£1,191	£231	£170m
Norfolk	£1,182	£222	£163m
Bexley	£1,181	£221	£162m
Devon	£1,179	£219	£161m
Havering	£1,176	£216	£159m
Plymouth	£1,170	£210	£154m
Calderdale	£1,163	£203	£149m
Rutland	£1,163	£203	£149m
Bolton	£1,158	£198	£146m
Bromley	£1,154	£194	£142m
Stockton-on-Tees	£1,151	£191	£140m
Leicester	£1,151	£191	£140m
Redbridge	£1,145	£185	£136m
Surrey	£1,145	£185	£136m
Coventry	£1,144	£184	£135m
Southend-on-Sea	£1,142	£182	£134m
Portsmouth	£1,141	£181	£133m
North Yorkshire	£1,141	£181	£133m
Bradford	£1,137	£177	£130m
Hounslow	£1,137	£177	£130m
Lancashire	£1,136	£176	£129m
Dudley	£1,134	£174	£127m
Wakefield	£1,130	£170	£125m
North Lincolnshire	£1,126	£166	£122m
East Riding of Yorkshire	£1,122	£162	£119m
Stockport	£1,122	£162	£119m
Shropshire	£1,121	£161	£118m
Nottinghamshire	£1,120	£160	£118m
Derby	£1,119	£159	£117m
Kent	£1,116	£156	£114m
Bury	£1,116	£155	£114m
	Funding 2025/26 per resident	Difference compared to Leicestershire per resident	Extra Funding for Leicestershire (£m) if funded at same level

Authority Type

- County
- Metropolitan District
- Unitary Authority
- Outer London Borough

Cheshire West and Chester	£1,112	£152	£112m
Derbyshire	£1,110	£150	£110m
Southampton	£1,109	£149	£109m
Wigan	£1,108	£147	£108m
Reading	£1,105	£144	£106m
Somerset	£1,101	£141	£103m
Kirklees	£1,097	£137	£101m
West Berkshire	£1,095	£135	£99m
Telford and Wrekin	£1,086	£126	£92m
Essex	£1,083	£123	£91m
Wandsworth	£1,082	£122	£90m
Leeds	£1,082	£122	£89m
Bedford	£1,079	£119	£87m
West Sussex	£1,077	£117	£86m
North Somerset	£1,077	£117	£86m
Bournemouth, Christchurch and Poole	£1,077	£117	£86m
Suffolk	£1,077	£117	£86m
Hillingdon	£1,069	£109	£80m
Lincolnshire	£1,068	£108	£79m
Buckinghamshire	£1,066	£106	£78m
Hertfordshire	£1,062	£102	£75m
Gloucestershire	£1,061	£101	£74m
Warwickshire	£1,060	£100	£74m
Oxfordshire	£1,059	£99	£73m
Cheshire East	£1,053	£93	£68m
Luton	£1,046	£86	£63m
Warrington	£1,043	£83	£61m
Peterborough	£1,042	£82	£60m
Worcestershire	£1,042	£82	£60m
Wokingham	£1,042	£82	£60m
Thurrock	£1,041	£81	£59m
Solihull	£1,039	£79	£58m
Medway	£1,035	£75	£55m
Wiltshire	£1,034	£74	£54m
Slough	£1,030	£70	£51m
Staffordshire	£1,028	£68	£50m
South Gloucestershire	£1,011	£51	£38m
Trafford	£1,007	£47	£34m
Cambridgeshire	£1,007	£47	£34m
Bracknell Forest	£1,003	£43	£32m
Hampshire	£1,000	£39	£29m
North Northamptonshire	£988	£28	£20m
Milton Keynes	£986	£26	£19m
Central Bedfordshire	£982	£22	£16m
Bath and North East Somerset	£980	£20	£15m
Leicestershire	£960	£0	£0m
Swindon	£957	£-3	£-2m
West Northamptonshire	£945	£-15	£-11m
York	£936	£-24	£-18m
Windsor and Maidenhead	£878	£-83	£-61m
	Funding 2025/26 per resident	Difference compared to Leicestershire per resident	Extra Funding for Leicestershire (£m) if funded at same level

Authority Type

- County
- Metropolitan District
- Unitary Authority
- Inner London Borough
- Outer London Borough

PART 2: County Performance: Benchmarking Results 2023/24

This annual report compendium uses performance indicators to compare our performance over time against targets and with other local authorities. Comparison or benchmarking helps to place Leicestershire's performance in context and to prompt questions such as 'why are other councils performing differently to us?' or 'why are other councils providing cheaper or more expensive services?'

The County Council compares itself with other English county areas in terms of spend per head and performance. We use a range of nationally published indicators linked to our improvement priorities, inspectorate datasets and national performance frameworks. Our sources include central government websites, the Office for National Statistics and NHS Digital.

Our comparative analysis draws on 256 performance indicators across our main priorities and areas of service delivery. Our approach looks at performance against each indicator and ranks all county areas with 1 being highest performing. We then group indicators by service or theme and create an average of these ranks as well as an overall position.

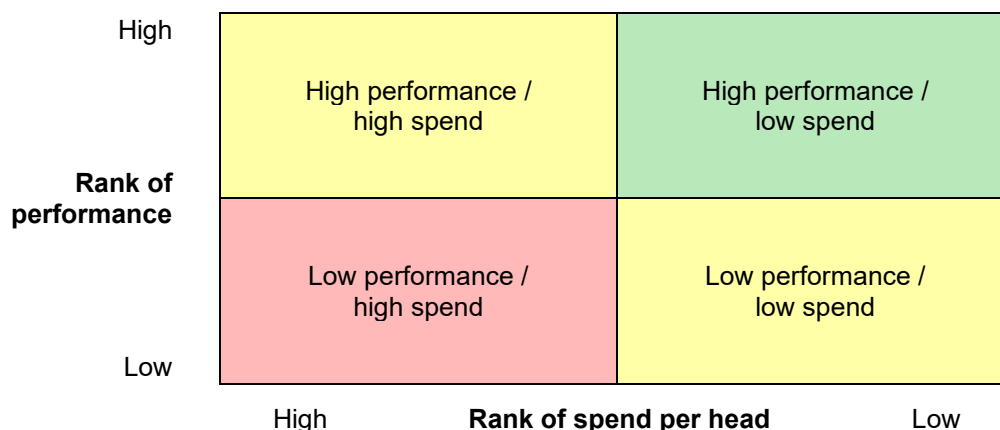
Overall Comparative Performance

The chart below shows Leicestershire's relative overall performance compared to the other counties over the past 13 years, excluding any consideration of funding/expenditure. Low comparative funding meant that near the start of this period Leicestershire had to move quickly to reduce some service levels. This had an impact on our overall pure comparative performance position. The Council was placed 5th in comparative terms during 2023/24.



Comparing Performance and Expenditure

The Fair Funding section of the report notes that Leicestershire is the lowest funded county in the country. It is therefore critical to review the Council's performance in the light of spend per head on different services. Our approach uses scatter charts to show the relationship between spend and performance. The vertical axes show rank of performance, with high performance to the top. The horizontal axes show rank of net expenditure per head, with low spend to the right. Therefore, authorities that are high performing and low spending would be in the top right quadrant, while those that are low performing and high spending would be to the bottom left as shown below.



Overall Performance vs Expenditure

Looking at the overall position for 2023/24, Leicestershire is ranked 5th in performance terms compared to other counties and has the lowest core spending power per head. Overall and service performance are shown in charts over the following pages.

Lower Comparative Performing Areas 2023/24

Looking across 263 indicators for which quartile data is available for Leicestershire, 39 (15%) fall within the bottom quartile compared to other counties. These indicators are set out in the table below.

Service Area	Indicators
Adult Social Care	Adult Social Care – Delivery • Staff turnover (wider social care workforce - all sectors) • % of Care Homes rated good or outstanding Adult Social Care – Perceptions • 5 indicators covering social care users' perceptions of their: overall satisfaction with care and support, care related quality of life, social contact, and ease of finding information about service. • Carers' ease of finding information about services.

Service Area	Indicators
Public Health	Health and Wider Determinants • Air pollution: concentration and attributable mortality • HIV late diagnosis
Environment, Flooding & Waste	Waste Management • % municipal waste landfilled
Children and Families	Children's Social Care • Timeliness of child protection conferences and review of child protection cases • Child protection plans lasting 2 years or more • Re-referrals to children's social care • Looked after children's health checks, immunisations and offending School Quality & Access - <i>Context</i> • % secondary schools rated good or outstanding • Average points score per entry, best 3 'A' levels
Child Health and SEND	Child Health • % of children achieving a good level of development at 2-2.5 years • % of children achieving a good level of development at 5 years (FSM) • Baby's first feed breastmilk • Physically active children and young people • Infant mortality rate Special Educational Needs and Disability (SEND) • % new Education Health & Care Plans issued within 20 weeks (all)
Transport & Highways	Transport and Highways • Passenger journeys on local bus services per head of population
Economy - <i>Context</i>	Economy • % 3-year survival of new enterprises • % employees in knowledge-based industries

Looking back at last year's benchmarking exercise, the following bottom quartile indicators have shown a significant improvement in performance.

Indicators
Adult Social Care – Delivery • % of people using social care who receive self-directed support Adult Social Care – Perceptions • % of carers who report that they have been included or consulted in discussion about the person they care for • % of people who use services who feel safe
Children's Social Care • % of young people receiving a conviction in court who are sentenced to custody Health – Child • Low birth weight of term babies SEND • % of 19-year-olds qualified to Level 2 inc. Eng. & Maths - with statement/EHCP • % of 19-year-olds qualified to Level 3 - with statement/EHCP SEND tribunal appeal rate
Health – Adult • % of physically active adults

Performance by Theme

Theme

Overall Performance

Comparator

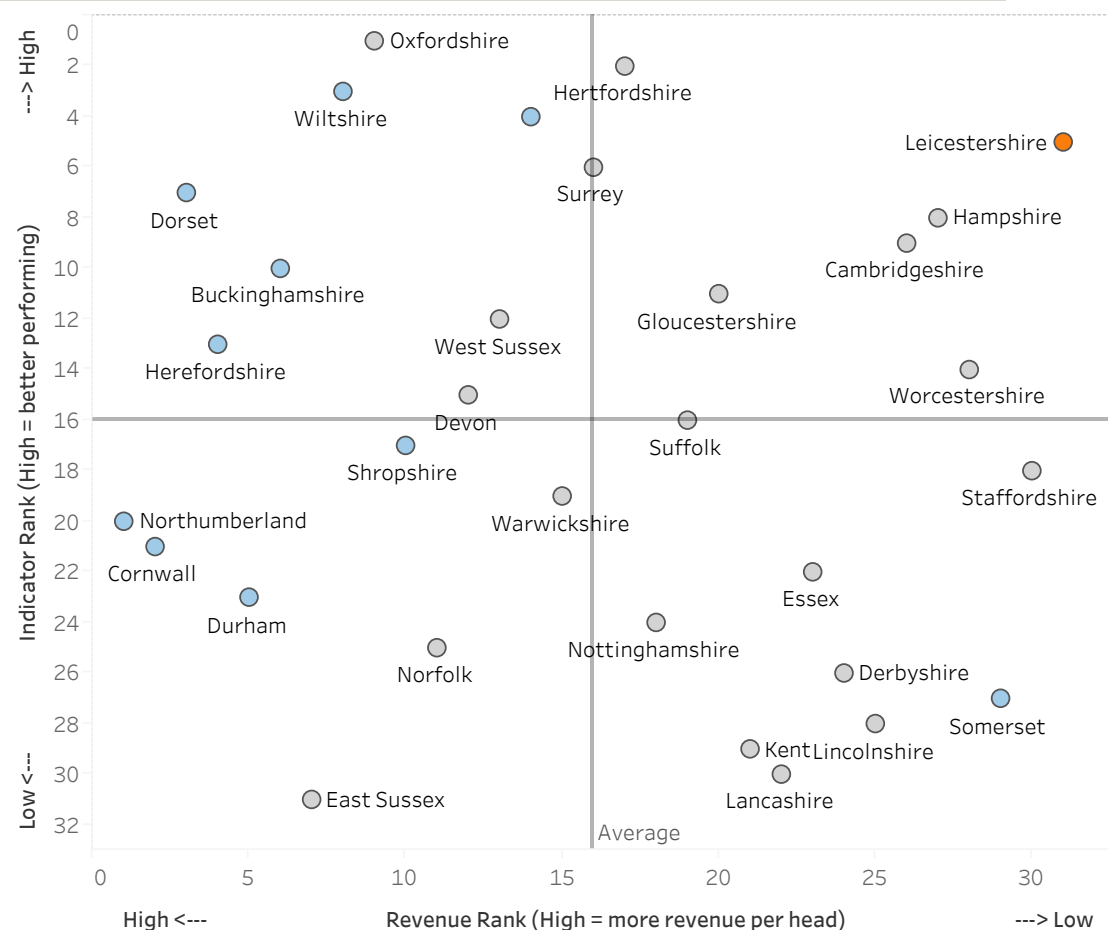
- Revenue
- Deprivation

How to Read This Chart

The chart is divided up into quadrants based upon average rank for all indicators (vertical axis) and net revenue expenditure per head (horizontal axis) for county councils. Authorities in the top right quadrant are high performing and low spending, while authorities in the bottom left are low performing and high spending. The 'Deprivation' comparator uses local authority 2019 Multiple Deprivation rank.

'Overall Performance' is the rank of average rank for all indicators, while 'LA Core Performance' only includes themes that are related to county council functions.

Blue dots represent county unitary authorities.



Performance by Theme

Theme

LA Core Performance

Comparator

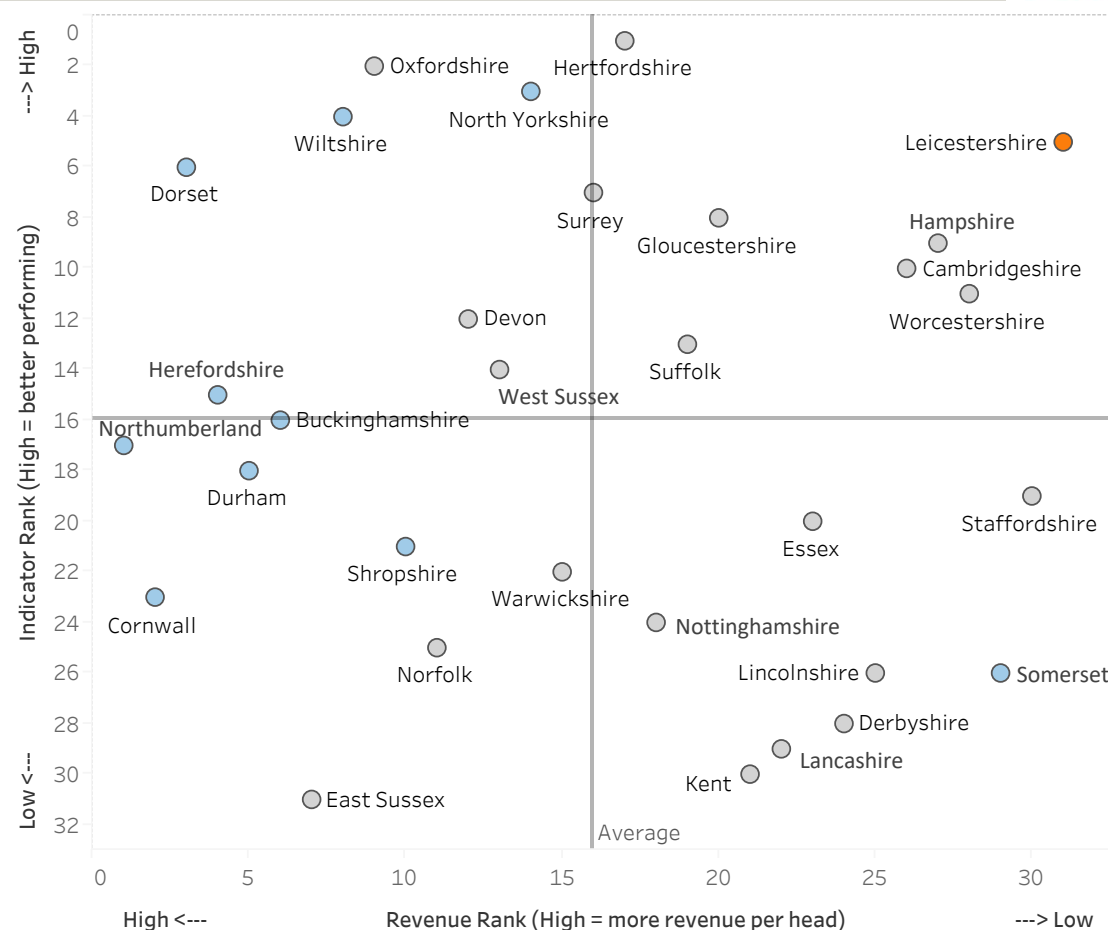
- ☒ Revenue
- ☐ Deprivation

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Performance by Theme

Theme

Economy

Comparator

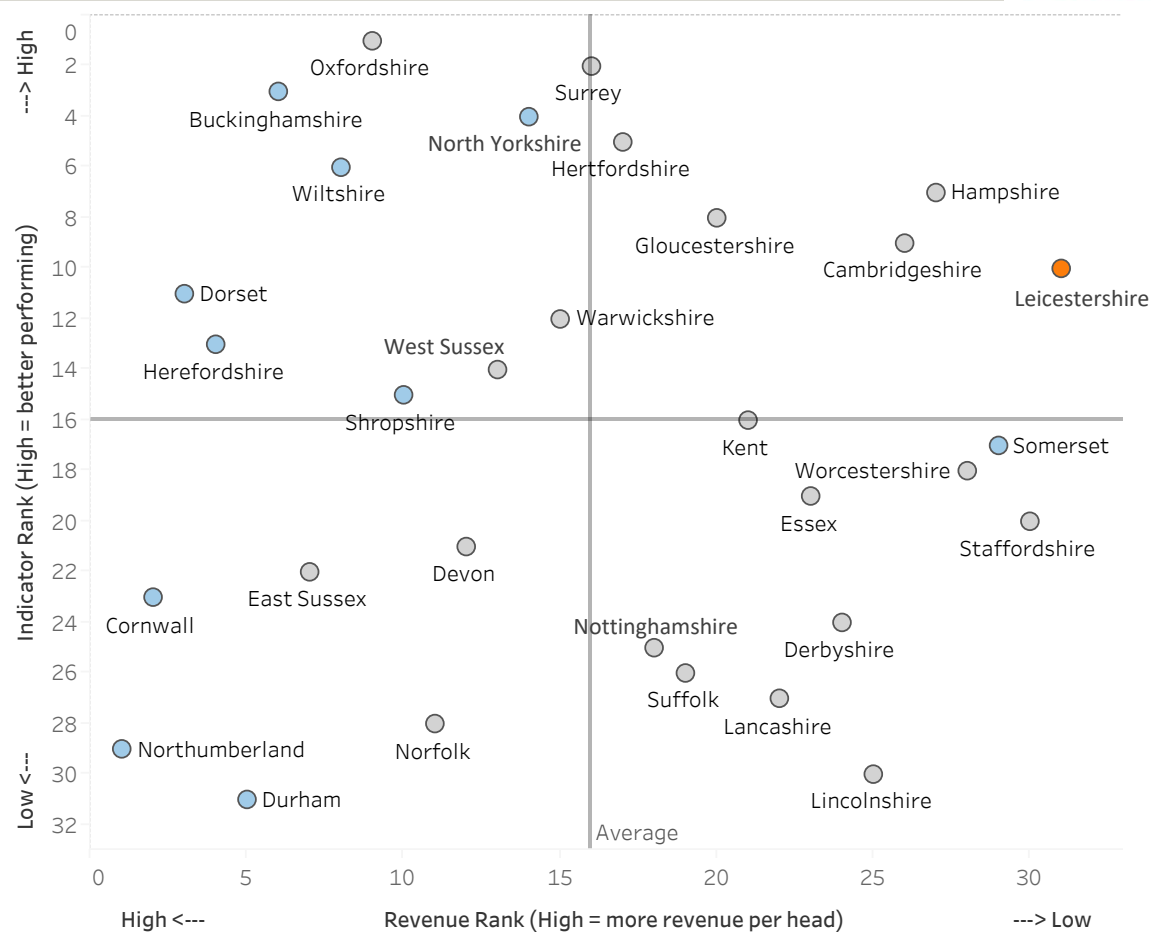
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Performance by Theme

Theme

Transport & Highways

Comparator

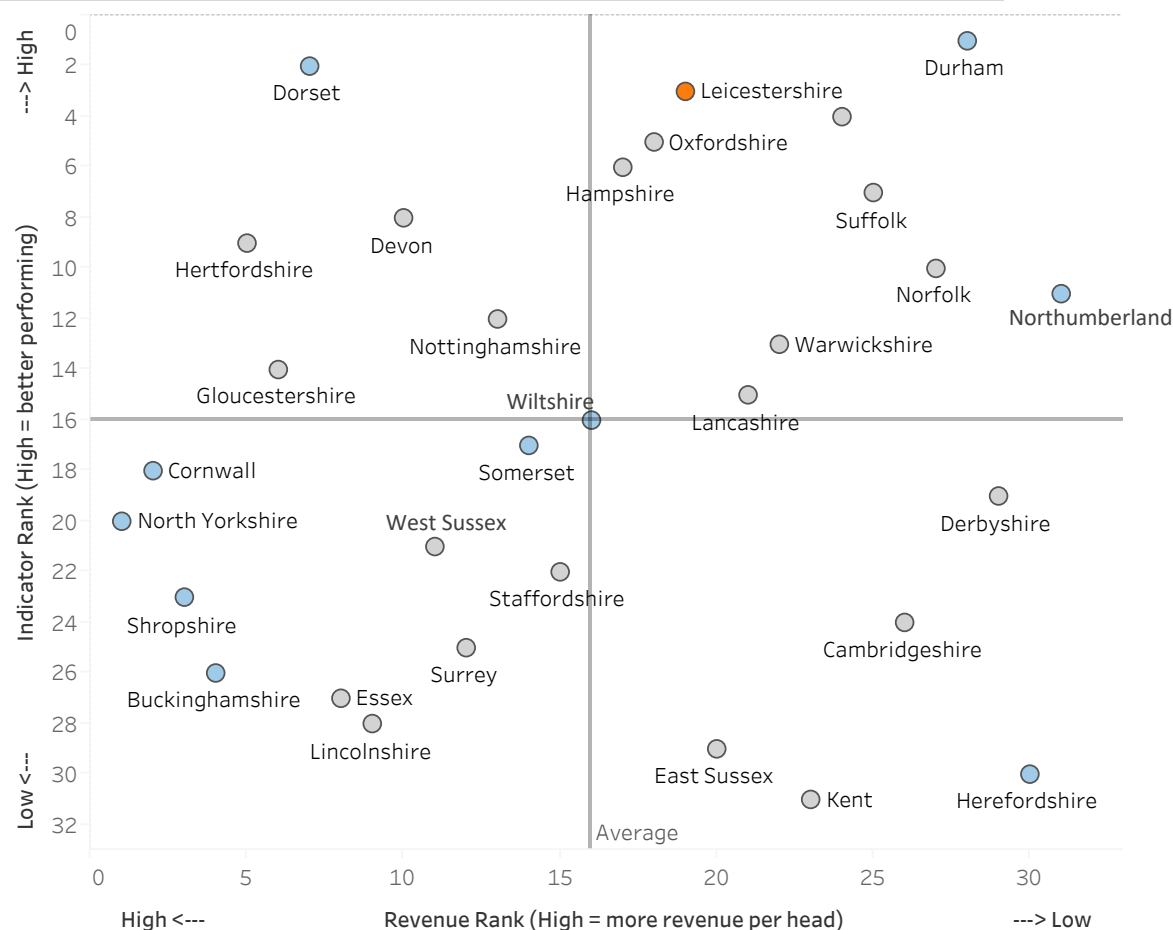
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Performance by Theme

Theme

Adult Social Care - Perception

Comparator

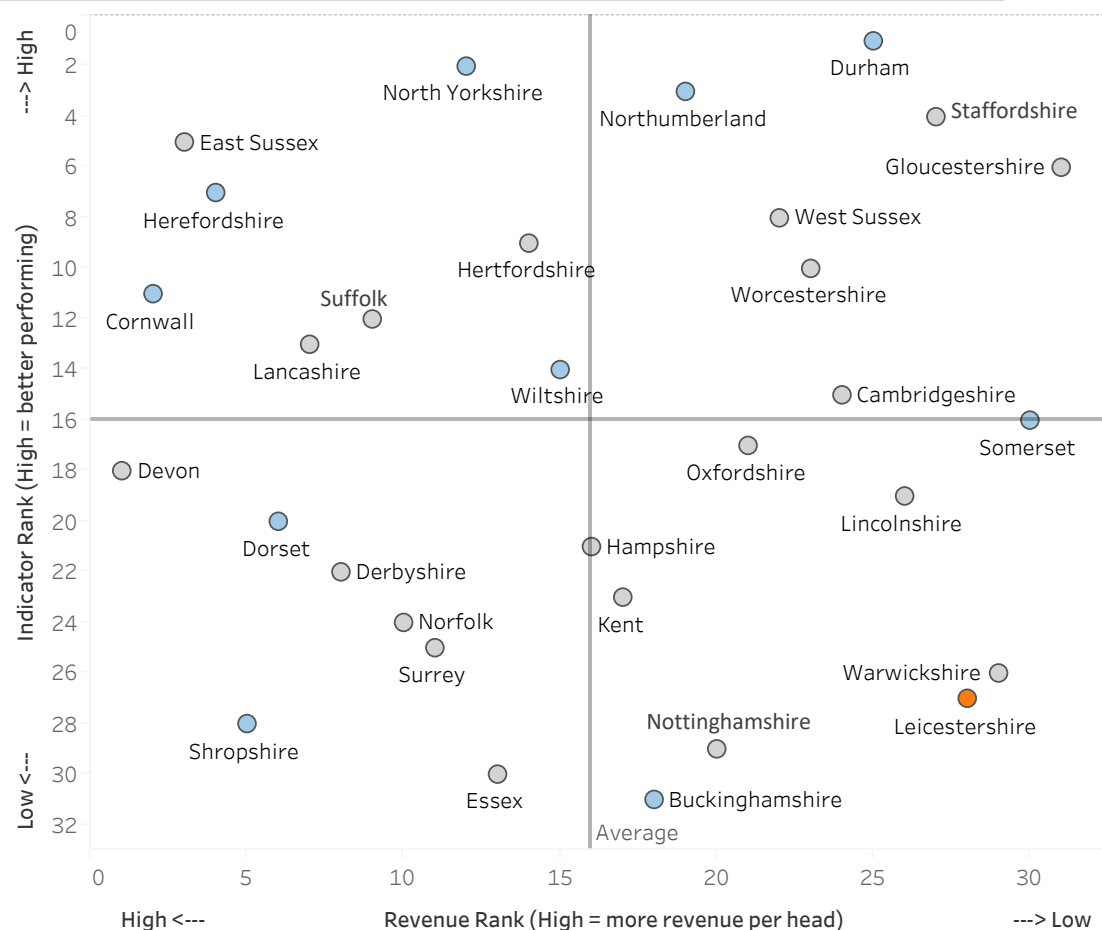
- Revenue
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Performance by Theme

Theme

Adult Social Care - Delivery

Comparator

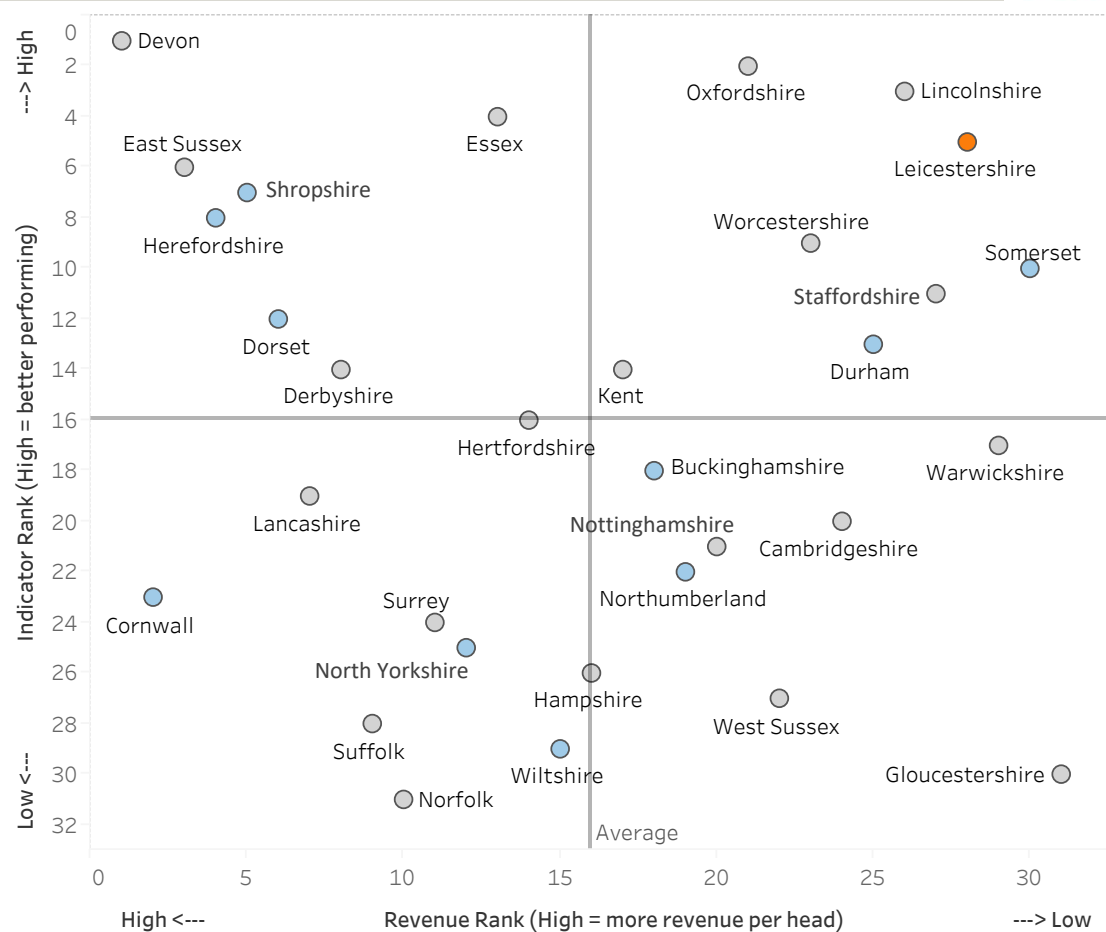
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Performance by Theme

Theme

Health - Child

Comparator

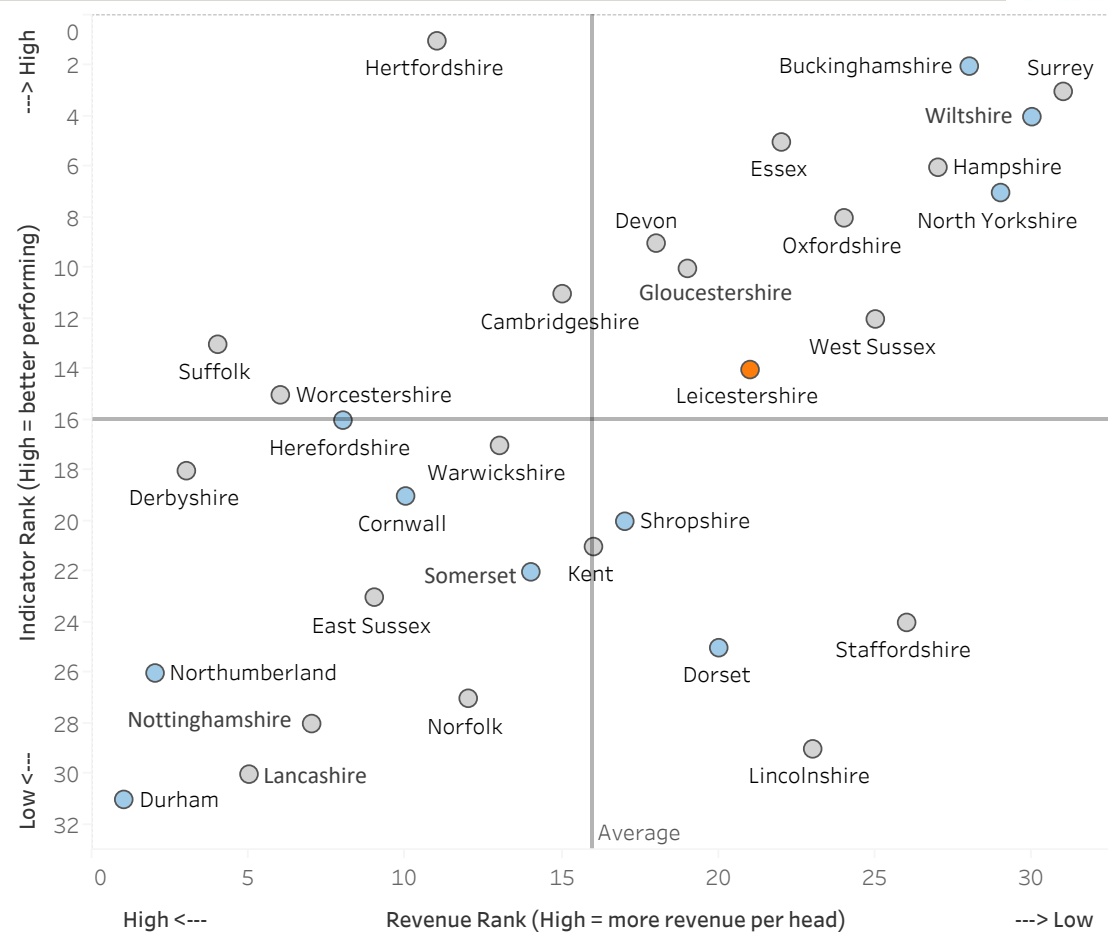
- Revenue
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Performance by Theme

Theme

Health - Adult

Comparator

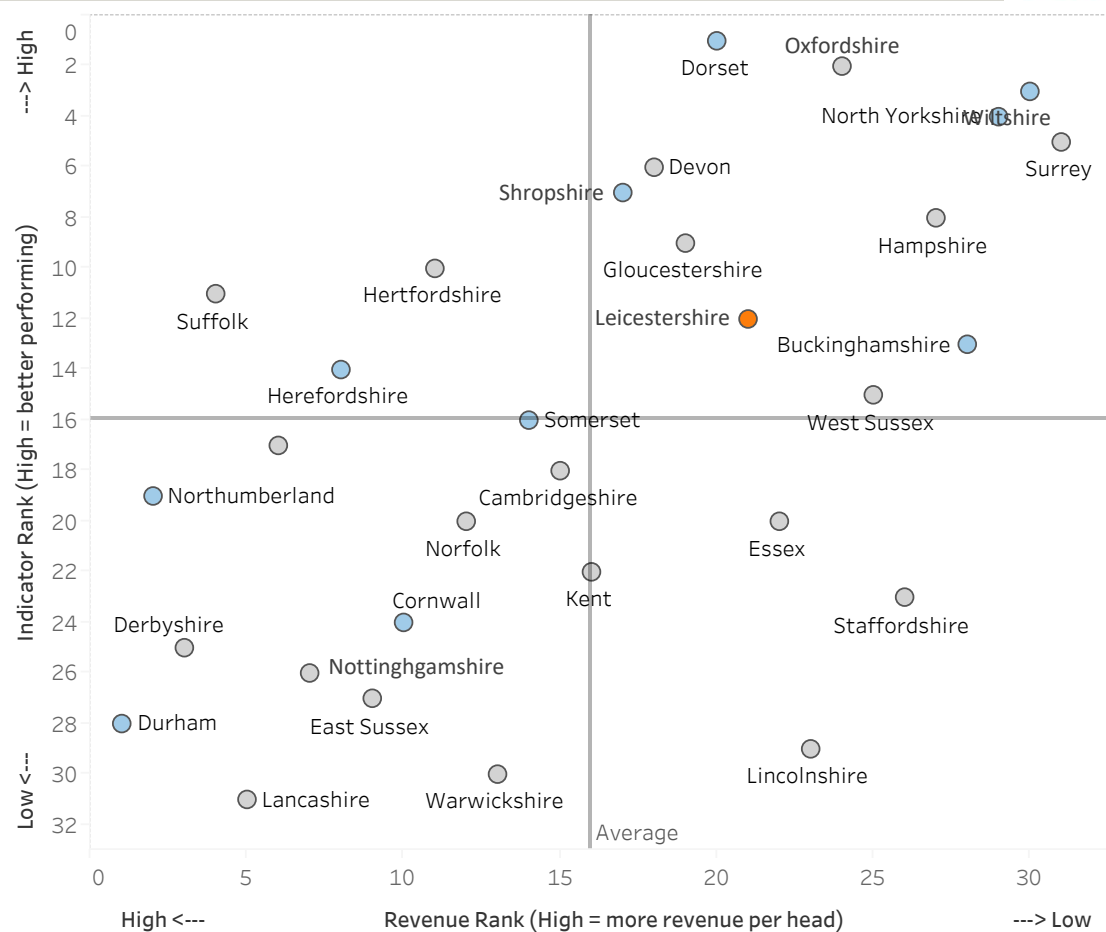
- ☒ Revenue
- ☐ Deprivation

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Performance by Theme

Theme

Children's Social Care

Comparator

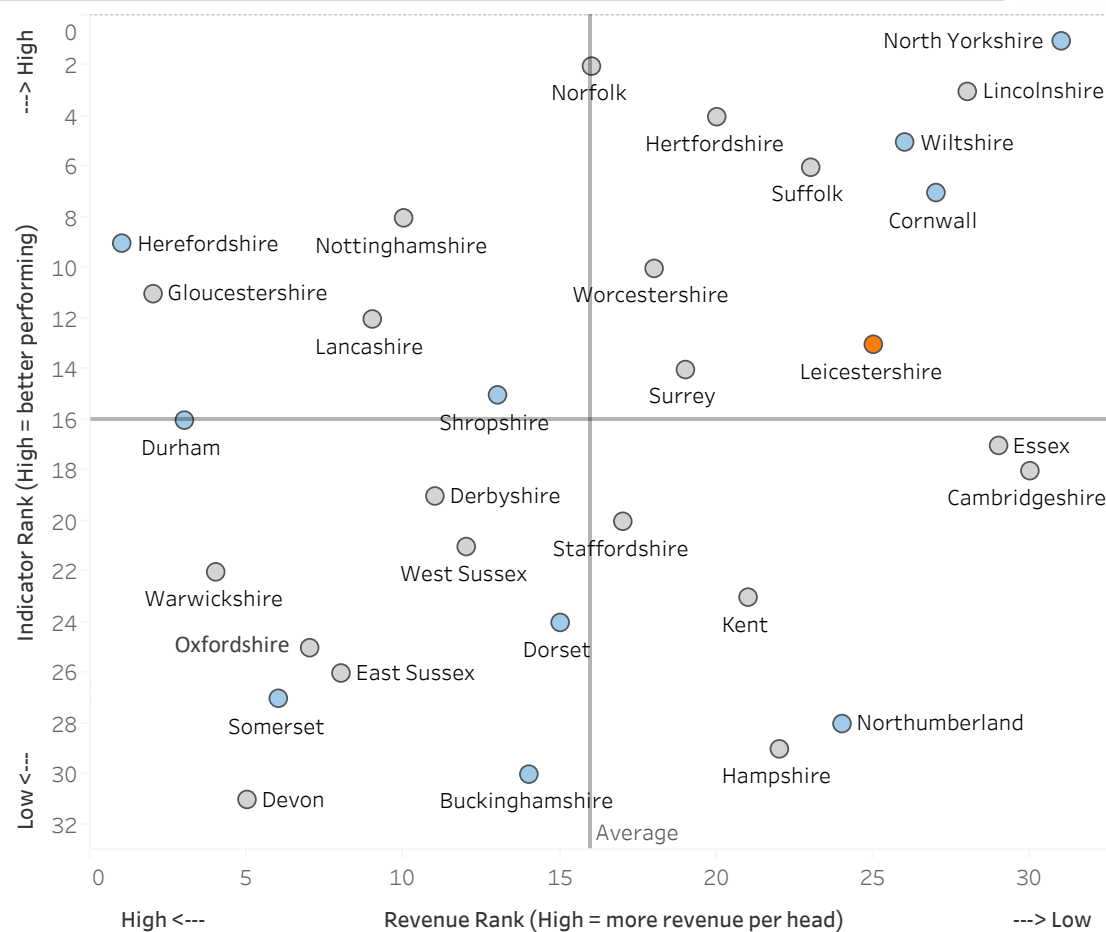
- Revenue
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Performance by Theme

Theme

Environment & Waste

Comparator

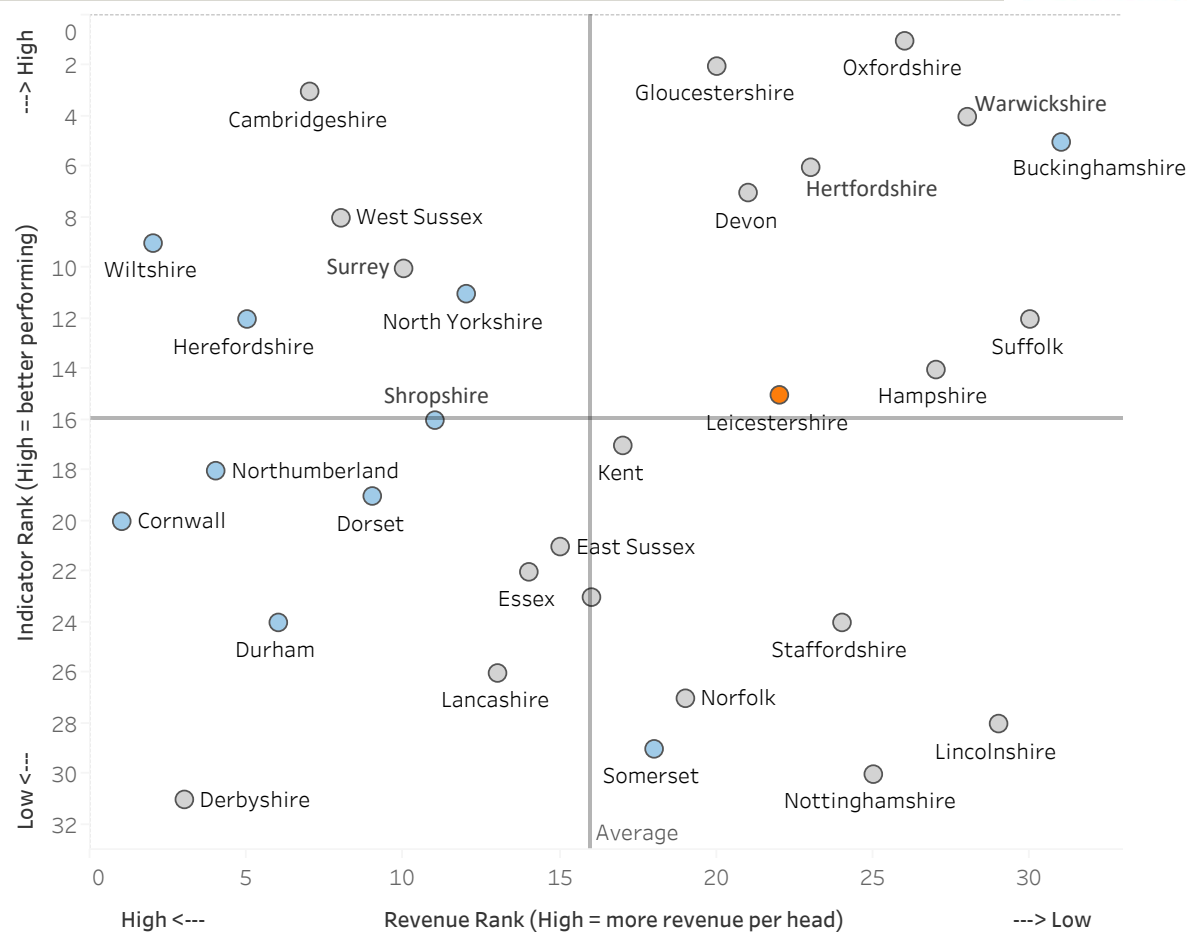
- Revenue
- Deprivation

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Leicestershire Performance Data Dashboards 2024/25

Introduction

In order to measure our progress against our priority area we track a number of key performance measures for each of the outcomes. These are summarised in a set of dashboards with ratings that show how our performance compares with other areas where known, whether we have seen any improvement in performance since the previous year, and whether we have achieved any relevant targets. As well as this annual report, we also publish dashboards on our website on a quarterly basis so that our overall performance and progress is transparent.

Initial analysis of 2024/25 end of year data shows that of 160 metrics 73 improved, 34 showed no real change and 53 worsened. Direction of travel cannot be determined for 5 indicators, due to the absence of previous data or changes to indicator definitions.

Overview of Performance Improvement and Reduction

The paragraphs that follow review each dashboard, highlighting indicators that have shown improvement compared to the previous period, as well as those that have worsened.

Transport

This dashboard covers transport infrastructure including road condition, journey times, bus services and road safety. Looking at the 20 performance indicators, 5 display improvement compared to the previous period, 9 show a decline and 6 show no change. The 5 improving indicators cover use of local buses and satisfaction with local bus services, satisfaction with traffic levels and congestion, EV ownership and charge points. The 9 indicators displaying lower performance include park and ride journeys, satisfaction with cycle routes and facilities, rights of way and road safety, as well as average vehicle speeds, road casualties and numbers killed or seriously injured. The 6 indicators showing similar results cover satisfaction with the condition of highways, satisfaction with pavements and footpaths, satisfaction with road condition, and carbon emissions from transport.

Environment, Waste and Flooding

This dashboard covers environment, waste management, flooding and the Council's environmental impact. It includes 16 indicators, of which 9 show improvement compared to the previous period, 1 indicator shows a decline in performance and 5 have similar results. The 9 indicators showing improvement cover household waste recycling, use of landfill, recycling of internal waste from Council sites, tree planting, renewable energy generated by the Council, greenhouse gas emissions from all sources in Leicestershire, Council greenhouse gas emissions and staff business mileage. The indicator displaying lower performance covers waste produced from internal Council sites. The 5 indicators with similar results cover waste collected per household, Council environmental risks, staff perceptions of Council actions to reduce its environmental impact and Council land in better management for nature.

Health and Wellbeing

Child Health & Best Start in Life

This dashboard covers child health and early years services. Looking at the 12 indicators, 3 show an improvement compared to the previous period, while 6 deteriorated and 1 shows a similar result. Data was not available for 2 indicators. The 3 indicators that have improved cover smoking at the time of delivery, dental decay among 5-year-olds and take-up of free early education by 3 and 4-year-olds. The 6 indicators displaying lower performance cover take-up of free early education by 2-year-olds, excess weight, children's physical activity, chlamydia detection and under 18 conceptions. The indicator showing little change is % of early years providers assessed as good or outstanding. Data is awaited for good level of development (age 5) and pupils with social, emotional and mental health needs.

Adult Health

This dashboard covers adult health. Looking at the 20 indicators, 9 show an improvement compared to the previous period and 11 display a decline. The 9 indicators that have improved cover life expectancy, under 75 mortality from cancer, respiratory disease and causes considered preventable, opiate drug treatment, adult obesity, particulate air pollution and the fraction of mortality attributable to particulate air pollution. The 11 declining indicators cover healthy life expectancy, health inequalities, under 75 mortality from circulatory disease, smoking prevalence, alcohol related hospital admissions, non-opiate drug treatment, NHS Health Checks and physical activity.

Adult Social Care and Better Care Funds

The first dashboard covers work with health partners to reduce admissions to hospital and residential care, facilitate discharge from hospital and reablement. Looking at the 8 performance indicators, 4 display improvement compared to the previous period, 1 shows a decline in performance, 2 show similar results and data was not available for 1 indicator. The 4 indicators that have improved cover admissions to residential care of 18–64-year-olds, unplanned admissions for chronic ambulatory care-sensitive conditions, service users' access to information, and people discharged from hospital to their normal place of residence and people still at home 91 days later. The declining indicator is admissions to residential care of older people. The 2 indicators showing similar results are discharge from acute hospital to normal place of residence and people receiving reablement with no subsequent long-term service. No new data was available for carers access to information.

The second dashboard covers adult social care services including support for carers. Looking at the 18 indicators, 4 display an improvement, 8 display a decline in performance and 3 show no change. For 3 indicators there is no new data. The 4 indicators that have improved cover service users receiving self-directed support, carers receiving direct payments, care homes rated good or outstanding, and people with learning disabilities who live in their own home or with their family. The 8 declining indicators cover service users having control over their daily life, service users receiving support via direct payments, dementia diagnosis rate, overall satisfaction with social care support, home care providers rated good or outstanding, service users having as much social contact as they would like, service users who feel safe and safeguarding alerts received. The 3 indicators showing little change cover carers

receiving self-directed support, social care related quality of life, and safeguarding enquiries where the identified risk was reduced or removed. The 3 indicators with no new data cover overall satisfaction of carers with their care and support, carers reported quality of life and carers having as much social contact as they would like.

Mental Health

This dashboard covers mental health and wellbeing. Looking at the 5 indicators, 1 improved, 3 deteriorated and 1 had a similar result. The indicator showing improvement was excess under 75 mortality in adults with serious mental illness. The 3 declining indicators cover life satisfaction, happiness and suicide. The indicator with a similar result covered anxiety.

Children and Families

Safeguarding Children & Families

This dashboard covers Early Help services, child safeguarding and looked after children. Looking at the 17 indicators, 7 show improvement compared to the previous period, 3 display a decline in performance, 5 show similar performance to the previous period and data is awaited for 2 indicators. The 7 indicators showing improvement cover successful claims through the national Supporting Families programme, review of child protection cases, repeat child protection plans, looked after children's health checks, care leavers in education, employment or training, and timeliness of adoption. The 3 declining indicators cover timeliness of children's social care assessments, re-referrals to children's social care and looked after children's dental checks. The 5 indicators with similar performance cover early help assessments, stability of looked after children's placements, emotional health of looked after children, and care leavers in suitable accommodation. Data is awaited for 2 indicators covering child criminal and sexual exploitation.

School and Academy Performance

This dashboard covers school admissions and school quality. Looking at the 14 indicators, 3 show an improvement compared to the previous period, 2 show a similar result and comparable data is not available for 9 indicators. The 3 indicators that have improved cover school admissions and primary schools assessed as good or outstanding. The 2 indicators with similar performance cover secondary schools assessed as good or outstanding and special schools assessed as good or outstanding. Results for 2025 exams are awaited for 9 indicators.

Community Safety

This dashboard covers youth justice, domestic abuse and adult safeguarding. The dashboard contains 9 indicators, of which 6 show improved performance, 2 show lower performance compared to the previous period and 1 shows no change. The 6 indicators showing improvement cover first time entrants to youth justice, youth custody, reported hate incidents, domestic abuse, domestic violence with injury, and the number of safe accommodation spaces for domestic abuse victims. The 2 indicators showing lower performance cover reported anti-social behaviour and repeat domestic abuse conferences. The indicator with similar performance covered community cohesion.

Communities

This dashboard covers libraries, cohesion and volunteering. Looking at the 14 indicators, 8 show improvement compared to the previous period, 1 displays a decline in performance and 5 show similar performance. The 8 indicators showing improvement cover volunteering, library visits, total library issues, library e-downloads, tourism visitor days, and visits to heritage sites. The indicator with lower performance is children's library issues. The 5 indicators with similar results cover perception of residents' ability to influence council decisions, satisfaction with local area as a place to live, neighbourhood planning, community response planning, and the number of communities running their own library.

Strategic Planning and Economic Development

Growth and Investment

This dashboard provides a high-level overview of the Leicestershire economy. Looking at the 11 performance indicators, 8 show improvement compared to the previous period and 3 indicators show a decline in performance. The 8 indicators displaying an improvement cover economic growth, gross disposable household income (GDHI) per head, gigabit broadband, funding for new infrastructure, fuel poverty, and new business creation. The 3 indicators showing lower performance cover free school meals and new business survival.

Employment and Skills

This dashboard covers the skills of the local population, as well as employment and unemployment. Looking at the 11 performance indicators, 4 show improvement compared to the previous period, 4 show a decline and 3 show similar results. The 4 improving indicators cover the population qualified to RFQ 4 (degree) level, apprenticeship starts, unemployment rate, and average pay. The 4 indicators displaying lower performance cover the population qualified to RFQ level 2 and 3, employment rate, and economic inactivity rate. The 3 indicators showing similar results cover the achievement of level 2 qualifications by age 19, out of work benefit claimants, and young people not in education employment.

Strategic Planning for Housing

This dashboard covers the supply of new housing and affordable housing. Looking at the 5 indicators, 3 show an improvement compared to the previous period, 1 shows a decline and 1 shows a similar result. The 3 improving indicators cover affordable homes delivery, housing affordability, and energy efficiency ratings for existing homes. The indicator with lower performance is completion of new homes. The indicator with a similar result is energy efficiency ratings for new homes.

Leicestershire Wider Environment

This dashboard provides background information about the local environment in Leicestershire. Looking at the 5 indicators, 2 show an improvement compared to the previous period, 1 shows lower performance and data is not available for 2 indicators. The 2 indicators that have improved cover renewable electricity capacity and NO2 exceedances. The indicator showing lower performance is renewable electricity generation. There is no new data on river water quality.

Corporate and Enabling Services

This dashboard covers customer service, digital delivery and the Council workforce. Looking at the 13 indicators, 6 show improvement compared to the previous period, 3 display a decline in performance and 4 show similar results. The 6 indicators showing improvement cover media rating, call answering by the Customer Service Centre, complaints received, staff turnover, apprentices employed, and the gender pay gap. The 3 indicators showing lower performance cover compliments received, complaint response times, and health and safety RIDDOR incidents. The 4 indicators showing similar results cover perceptions of the Council doing a good job, trust in the Council, people feeling well informed about the Council, and people agreeing the Council treats all types of people fairly.

Explanation of Performance Indicator Dashboards

The performance dashboards set out year end results for a number of the performance indicators (PIs) that are used to help us monitor whether we are achieving our priorities. Many indicators relate to more than one service area, but in this report, each indicator has been assigned to just one area.

Where relevant, the performance sections show 2024/25 year-end outturn against performance targets (where applicable), together with comparative performance information where available and commentary. Where it is available, the dashboards indicate which quartile Leicestershire's performance falls into. The 1st quartile is defined as performance that falls within the top 25% of relevant comparators. The 4th quartile is defined as performance that falls within the bottom 25% of relevant comparators. Each dashboard uses different comparator groups, and these are explained at the bottom of each dashboard. Based on current comparative analysis, out of 136 indicators 39 are top quartile, 46 second quartile, 31 third quartile and 20 bottom quartile.

The polarity column indicates whether a high or low figure represents good performance. A red circle indicates a performance issue, whereas a green tick indicates exceptional performance. The direction of travel arrows indicate an improvement or deterioration in performance compared to the previous result. The arrows are indicative, and do not necessarily represent statistically significant change.

Value for Money & Council Spending							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
Finance & Value For Money							
Core Spending Power per head of population	4th (2025/26)	↑	£960	Fair Funding	£915	High	Leicestershire has the lowest core spending power per head of county councils nationally, which poses a risk to service delivery going forwards. Current funding system benefits certain classes of authority more, particularly London boroughs, who make up 8 of the 10 best funded authorities. Results are for 2024/25 and 2025/26.
Net expenditure per head of population	4th* (2024/25)	↑	£646	MTFS	£589	High	Small increase compared to previous year.
Education - expenditure per head of population	4th* (2024/25)	↑	£482	MTFS	£406	High	Small increase compared to previous year. Second lowest net spend per head on education of all counties.
Adult Social Care - expenditure per head of population	4th* (2024/25)	↑	£328	MTFS	£325	High	Increase compared to previous year. Lowest net spend per head on adult social care of all counties.
Children's Social Care - expenditure per head of population	4th* (2024/25)	↑	£188	MTFS	£171	High	Increase compared to previous year.
Public Health - expenditure per head of population	4th* (2024/25)	↑	£45	MTFS	£43	High	Small increase compared to previous year.
Highways & Transport - expenditure per head of population	2nd* (2024/25)	↑	£65	MTFS	£56	High	Increase compared to previous year.
Environment & Regulatory - expenditure per head of population	3rd* (2024/25)	↑	£51	MTFS	£50	High	Small Increase compared to previous year.
Culture - expenditure per head of population	4th* (2024/25)	↓	£11	MTFS	£12	High	Small decrease compared to previous year. Second lowest net spend per head on culture of all counties.
Efficiencies and other savings achieved	-	↑	£14.1m	£14.2m	£12.3m	High	Efficiencies and savings achieved during 2024/24 were very close to target.
% agree County Council provides value for money	✓ 1st/2nd (2024)	→	67.8%	-	66.7%	High	The result is similar to the previous year and is significantly better than the England average of 36% (LGA Survey). The results are from the Community Insight Survey of c.1100 residents during 2024/25.
% affected by service changes	● -	↓	27.4%	-	20.3%	Low	The result is higher (worse) than the previous year. The results are from the Community Insight Survey of c.1100 residents in 2024/25.
Leicestershire Traded Services operating profit	-	↑	-£0.35m	-£0.60m	-£2.2m	High	Losses during 2024/25 are largely due to reduced income from Beaumanor outdoor activity centre and Watermead country park car park following damage by thieves.
Notes: * Results and quartiles calculated using (revenue outturn) data for 2023/24 published in September 2025. Comparators are 31 county councils & county unitaries.							

Highways & Transport							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
Leicestershire has the right infrastructure for sustainable growth							
Overall satisfaction with the condition of highways (NHT satisfaction survey) (%)	1st (2024)	→	21.6% (2024)	38%	21.8% (2023)	High	The Council was amongst the highest rated county councils for satisfaction with condition of highways in 2024. Low satisfaction levels are typical across the country.
% of principal (A class) road network where structural maintenance should be considered	2nd (2023/24)	→	3%	2%	3%	Low	Leicestershire continues to have above average maintained principal roads in the country. Severe weather events such as flooding and drought conditions increase the need for road maintenance.
% of non-principal (B & C class) road network where structural maintenance should be considered	1st (2023/24)	→	4%	4%	4%	Low	The condition for non-principal roads remains very good at 4% in 2024/25, meeting the target.
% of the unclassified road network where maintenance should be considered	2nd (2023/24)	→	12%	13%	12%	Low	The condition of unclassified roads remained the same as the previous year and met its target. Severe weather events such as flooding and drought conditions increase the need for road maintenance.
Overall satisfaction with local bus services (NHT satisfaction survey) (%)	3rd (2024)	↑	42.6% (2024)	56.3%	41.8% (2023)	High	Overall satisfaction with local bus services improved slightly to 42.6% in 2024 compared to the previous year.
Local bus passenger journeys originating in the authority area (millions)	4th (2023/24)	↑	10.9	10.0	10.5	High	Bus passenger journey numbers continued to increase over the year, up by 3% since the previous year. This increased significantly from a low of 3m during the Covid-19 pandemic. 2024/25 levels are similar to the long term average of 11m annual journeys since 2015. The quartile is based on the number of bus passenger journeys per head of population.
Number of park and ride journeys	-	↓	726,588	-	740,427	High	Journeys decreased by 2% since the previous year but is above the long term average of 666,612 journeys (since 2015/16). (Source local operators).
Overall satisfaction with cycle routes & facilities (NHT satisfaction survey) (%)	1st (2024)	↓	31.4% (2024)	38%	35.1% (2023)	High	Overall satisfaction with cycle routes & facilities (NHT survey) saw a 4 percentage point decline in performance since 2023.
Overall satisfaction with the Rights of Way network (NHT satisfaction survey) (%)	1st (2024)	↓	37.7% (2024)	52%	42.4% (2023)	High	Overall satisfaction with the Rights of Way network declined by 5 percentage points in performance since the previous year.
Overall satisfaction with the condition of pavements & footpaths (NHT satisfaction survey) (%)	1st (2024)	→	55.3% (2024)	65%	55.7% (2023)	High	The overall satisfaction with the condition of pavements remained similar to the previous year at 55% in 2024.
Overall satisfaction with traffic levels & congestion (NHT satisfaction survey) (%)	2nd (2024)	↑	29.7% (2024)	42%	27.4% (2023)	High	Overall satisfaction with traffic levels & congestion saw an improvement in performance in 2024 and Leicestershire performed above average when compared to other English County Councils.
Average vehicle speed - on locally managed 'A' roads (mph)	2nd (2024)	↓	29.5 (2024)	-	30.6 (2023)	High	The annual 'average vehicle speeds on locally managed 'A' roads' remained above average and within its expected range. Data is 1 year in arrears. (Source Department of Transport).

Highways & Transport								
Description		Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
Electric vehicle charging location per 100,000 population	✓	3rd (Jun 2024)	↑	73.5	-	59.1	High	Electric vehicle charging locations saw a significant 24% increase since the previous year.
Electric vehicle ownership - Ultra low emission vehicles (ULEVs) rate/10,000 population	✓	2nd (Jun 2024)	↑	297.0	-	216.5	High	Electric vehicle ownership has increased by 37% since 2023/24, demonstrating a continued shift towards more sustainable transport.
Road Safety								
Road safety satisfaction (NHT satisfaction survey) (%)		1st (2024)	↓	44.8% (2024)	58%	49.7% (2023)	High	Satisfaction with road safety declined in performance (by 5 percentage points) since the previous year.
Total casualties on Leicestershire roads		1st (2024)	↓	943 (2024)	1022	916 (2023)	Low	There was a small increase in ‘Total casualties on our roads’ from 2023 to 2024. In recent years the Police have made it easier to report incidents online, which is likely to more accurately reflect incidents. The latest annual result performs better than the long term average of 1,135 casualties since 2015. (Source Police reports).
Number of people killed or seriously injured (KSIs)	●	1st (2024)	↓	286 (2024)	182	227 (2023)	Low	There was an increase in the number of KSIs from 2023 to 2024. In recent years the Police have made it easier to report incidents online, which is likely to more accurately reflect incidents. The results are higher than the long term average of 228 KSIs since 2015 (Source Police reports).
Total casualties involving road users, walking cycling & motorcyclists (excluding cars)		1st (2024)	↓	291 (2024)	269	268 (2023)	Low	Total casualties involving road users, walking, cycling & motorcyclists (excluding cars) increased from 2023 to 2024. In recent years the Police have made it easier to report incidents online, which is likely to more accurately reflect incidents. It performs better than the long term average of 316 casualties since 2015 (Source Police reports).
Number of people killed or seriously injured (KSI), walking cycling & motorcyclists (excluding cars)	●	1st (2024)	↓	128 (2024)	84	108 (2023)	Low	The number of people killed or seriously injured (KSIs), walking, cycling & motorcyclists (excluding cars) increased from 2023 to 2024. In recent years the Police have made it easier to report incidents online, which is likely to more accurately reflect incidents. This indicator performs worse than long term average of 106 KSIs since 2015 (Source Police reports).
The economy and infrastructure are low carbon and environmentally friendly								
Carbon emissions (estimates) from transport within LA influence (Kt)		2nd (2023)	→	1,147.0 (2023)	-	1,152.0 (2022)	Low	The most recent update for ‘Carbon emissions (estimates) from transport within LA influence (Kt)’ remained similar to the previous year. This performs above average compared to other English County Councils. This data is reported annually and is two years in arrears. (Source Department for Energy Security and Net Zero).
Notes: Comparators are the 31 county councils & county unitaries.								

Environment, Waste & Flooding							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
Waste Management							
% of household waste sent by local authorities across Leicestershire for reuse, recycling, composting etc.	3rd (2023/24)	↑	44.4%	45%	43.6%	High	This indicator improved slightly to 44.4% since the previous year.
Annual percentage of municipal waste sent to landfill	4th (2023/24)	↑	10.7%	10%	12.6%	Low	Waste sent to landfill decreased (improved) by 2 percentage points and remains close to its target.
Total household waste per household (kg)	3rd (2023/24)	→	961	Year on year decrease	960	Low	This indicator remained relatively static since the previous year.
Tonnes of waste produced from LCC sites	-	↓	275.2 (2023/24)	375.9 (2023/24)	250.0 (2022/23)	Low	Waste produced at County Council sites increased by 10% since the previous year. The 2024/25 results are currently being collated and will be presented to the Environment & Climate Change Scrutiny Committee in January 2026.
% waste recycled from LCC sites (non-operational)	-	↑	62% (2023/24)	70% (2023/24)	51.2% (2022/23)	High	The percentage of waste recycled from County Council sites has increased by 11 percentage points. 2024/25 results are currently being collated and will be presented to the Environment & Climate Change Scrutiny Committee in January 2026.
Total fly-tipping incidents per 1,000 population	2nd (2023/24)	↓	5.4 (2023/24)	-	4.8 (2022/23)	Low	Total fly tipping incidents increased slightly. Data is one year in arrears.
LCC Environmental risks managed	-	→	2 (2023/24)	0	2 (2022/23)	Low	The number of County Council environmental risks managed remained the same as the previous year at 2 for 2023/24. The low number of risks demonstrates good performance.
% of LCC staff who say LCC is doing enough to reduce its environmental impact (post-training survey)	-	→	89.3% (2023/24)	90%	89.8% (2022/23)	High	This result is similar to previous year, with a continued high number of Council staff saying that the Council is doing enough to reduce its environmental impact.
Nature and local environment							
Hectares of LCC land in better management for nature	-	→	3,730	3,625	3,736	High	This figure includes a combination of Council land including country parks, rural and urban highway verges, county farms and playing fields.
Percentage of suitable LCC land in better management for nature	-	→	97.7%	95%	97.5%	High	At the end of 2024/25, the position was similar to 2023/24.
Tree planting	✓ -	↑	437,284 (Mar 25)	210,000	398,920 (Mar 24)	High	By the end of March 2025, the result greatly exceeded the planting target for the year.

Environment, Waste & Flooding							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
The economy and infrastructure are low carbon and environmentally friendly							
Amount of renewable energy generated as a % of consumption	✓ -	↑	20.6%	34.0%	12.1%	High	The 'amount of renewable energy generated as a % of consumption' increased by 9 percentage points compared to the previous year. This improvement is likely due to a consistently high output from the County Hall biomass boiler over time.
Greenhouse gas emissions from all sources in Leicestershire (ktonnes CO2e)	2nd (2023)	↑	4,330 (2023)	4,272 (2023)	4,568 (2022)	Low	Greenhouse gas emissions from all sources in Leicestershire improved in performance by 5% since the previous year. Data is sourced from The Department of Energy Security and Net Zero, and is 2 years in arrears.
Greenhouse gas emissions from Leicestershire (all sources) per capita (tonnes CO2e)	3rd (2023)	↑	5.9 (2023)	6.1 (2023)	6.3 (2022)	Low	Greenhouse gas emissions from Leicestershire (all sources) per capita has improved in performance by 6% since the previous year. Data is sourced from The Department of Energy Security and Net Zero, and is 2 years in arrears.
Total LCC Greenhouse gas emissions	-	↑	9,351 (2023/24)	-	9,427 (2022/23)	Low	The Council's Greenhouse gas emissions have improved slightly to the previous year.
Total Business miles claimed ('000s of miles)	-	↑	4,686	5,291	4,809	Low	This indicator saw 3% improvement in performance since the previous year and met its target.
Notes: Comparators are 31 county councils & county unitaries.							

Child Health & Best Start in Life

Description		Quartile position	Direction of Travel	End of Yr 2024/25	End of Yr 2023/24	Polarity	Commentary
Smoking at time of delivery		3rd (Eng)	↑	8.0%	8.5%	Low	For latest year (2023/24 data) Leicestershire performs similarly to national average of 7.4%.
Percentage of 5 year olds with experience of visually obvious dental decay	✓	1st (Eng)	↑	17.0%	19.1%	Low	For latest year 2023/24 result is significantly better than the national average of 22.4%.
% of providers in early years assessed as good or outstanding		4th (2025) (Counties)	→	97.5%	97.7%	High	Similar to previous year.
% take-up of free early education by 2 year olds	●	4th (2025) (Counties)	↓	66.5%	71.2%	High	Data for Spring Term 2025 and 2024. Government extension of funded childcare hours has impacted the number of places available and the lower result reflects a national trend. To support parents to access funded entitlements the Council is working to ensure that children are taking up their entitlement via a range of initiatives including work with social care, pre-school settings, promotional postcards and a video.
% take-up of free early education by 3 & 4 year olds		4th (2025) (Counties)	↑	95.6%	89.8%	High	Data for Spring Term 2025 and 2024.
% Achieving Good Level of Development (early years)		2nd (2024) (Counties)	↑	70.2%	69.6%	High	Latest data is a provisional result for 2024/25.
Excess weight in primary school age children in Reception (Leics)		1st (Eng)	↓	19.9%	18.7%	Low	Leicestershire performs significantly better than the England average of 22.1% in 2023/24.
Excess weight in primary school age children in Year 6 (Leics)		1st (Eng)	↓	32.5%	31.9%	Low	Leicestershire performs significantly better than the England average of 35.8% in 2023/24.
% of physically active children and young people		3rd (Eng)	↓	45.1%	50.7%	High	Leicestershire performs similar to the England average of 47.8%, 2023/24.
Chlamydia detection (per 100,000 aged 15-24) (Females)		2nd (Eng)	↓	1564	1923	High	Latest data is 2024.
Under 18 conception (rate per 1,000 females aged 15-17) (Leics)		2nd (Eng)	↓	13.5	10.7	Low	Leicestershire's teenage pregnancy rate is lower than East Midlands and England rates. Data shown is for 2022.
% of school pupils with social, emotional and mental health needs		2nd (Eng)	-	-	3.1%	Low	The latest result (2022/23) is similar to the national average (3.3%).

Notes: Public Health Outcomes Framework (PHOF) benchmarks are compared to all single / upper tier authorities ('Eng.'), unless otherwise stated.

Health & Wellbeing - Public Health

Description	Quartile position	Direction of Travel	End of Yr 2024/25	End of Yr 2023/24	Polarity	Commentary
Public Health						
Life Expectancy – Males (Leics) ✓	1st (Eng)	↑	80.2	80	High	Males in Leicestershire can expect to live over 1 year longer than the average for England. To reduce health inequalities we are tackling the wider determinants of health through a range of projects/activity. Latest data is for the period 2021-23.
Life Expectancy – Females (Leics)	2nd (Eng)	↑	83.7	83.6	High	Females in Leicestershire can expect to live 0.6 years longer than the average for England. Latest data is for the period 2021-23.
Healthy Life Expectancy – Males (Leics)	2nd (Eng)	↓	62.7	64	High	Males in Leicestershire can expect to live in good health for over a year longer than the average for England (61.5 years). Latest data is for the period 2021-23.
Healthy Life Expectancy – Females (Leics)	2nd (Eng)	↓	62.6	64.1	High	Females in Leicestershire can expect to live in good health for a half of a year longer than the average for England (61.9 years). Latest data is for the period 2021-23.
Slope Index of Inequalities – Males (Leics)	1st (Eng)	↓	6.3	6.2	Low	The gap in life expectancy at birth between the best-off and worst-off males in Leicestershire for 2021-23 is 6.3 years.
Slope Index of Inequalities – Females (Leics)	2nd (Eng)	↓	5.6	5.5	Low	The gap in life expectancy at birth between the best-off and worst-off females in Leicestershire for 2021-23 is 5.6 years.
Under 75 Mortality from cardiovascular disease (per 100,000 population)	1st (Eng)	↓	65.6	65.5	Low	A variety of work contributes to reducing cardiovascular diseases. For the latest year (2023) Leicestershire performs significantly better than the national average of 77.4 per 100,000 population.
Under 75 Cancer Mortality (per 100,000 population)	1st (Eng)	↑	110.4	113.6	Low	Various actions are being implemented to help people to adopt healthier lifestyles and become more aware of cancer risk factors. For the latest year (2023), the Leicestershire value is significantly better than the national average (120.8 per 100,000 population).
Under 75 Respiratory Disease Mortality (per 100,000 population)	1st (Eng)	↑	22.4	22.5	Low	Public health supports wider prevention programmes for respiratory disease. Latest data is for 2023. In 2023 Leicestershire performs significantly better than the national average of 33.7 per 100,000 population.

Health & Wellbeing - Public Health

Description	Quartile position	Direction of Travel	End of Yr 2024/25	End of Yr 2023/24	Polarity	Commentary
Under 75 mortality rate from causes considered preventable (per 100,000 population)	1st (Eng)	↑	125.7	131.8	Low	Deaths are considered preventable if, in the light of the understanding of the determinants of health at the time of death, all or most deaths from the underlying cause could mainly be avoided through effective public health interventions. Latest data is for 2023. In 2023 Leicestershire performed significantly better than the national average of 153.0 per 100,000 population.
Prevalence of smoking among persons aged 18 years and over	1st (Eng)	↓	9.5%	9.4%	Low	A new stop smoking service began in 2017. In 2023 the national average result was 11.6%.
Rate of hospital admissions for alcohol related causes (narrow) (per 100,000 pop - Leics) (new method)	2nd (Eng)	↓	503	467	Low	Leicestershire performed similar to the national average of 504 per 100,000 population in 2023/24.
% who successfully completed drug treatment (non-opiate)	2nd (Eng)	↓	28.7%	32.4%	High	Data shows completions in 2023 with no re-presentations up to 6 months.
% who successfully completed drug treatment (opiate)	2nd (Eng)	↑	6.4%	6.0%	High	As above
Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	3rd (Eng)	↓	35.8%	42.2%	High	New health check service contract with the GPs agreed along with efforts to encourage pharmacies and GPs to work together to improve health check uptake. Latest data relates to the time period 2020/21 - 2024/25. Leicestershire performs worse than the national average of 38.9%.
% of adults classified as overweight or obese (Leics)	2nd (Eng)	↑	65.8%	65.9%	Low	Data sourced from Active Lives Survey. Latest data is for period 2023/24. Leicestershire value is similar than the England average (64.5%).
% of physically active adults	2nd (Eng)	↓	68.6%	70.1%	High	Latest data, 2023/24, is derived from the Active Lives Survey. Leicestershire value is similar to the England value of 67.4%.
% of physically inactive adults	2nd (Eng)	↓	20.8%	18.9%	Low	Latest data, 2022/23, is derived from the Active Lives Survey. Leicestershire value is similar to the England value of 22.0%.
Fraction of mortality attributable to particulate air pollution (new method)	3rd (Eng)	↑	5.7%	6.6%	Low	Latest data is for 2023.
Levels of air pollution – fine particulate matter (PM2.5)	4th (Eng)	↑	7.7	8.9	Low	As above

Notes: Public Health Outcomes Framework (PHOF) benchmarks are compared to all single / upper tier authorities. Direction of travel arrows are indicative, and do not necessarily represent statistically significant change.

Adult Social Care & Health

Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
<u>Unified Prevention, Information & Urgent Response</u>							
Permanent admissions of older people to residential and nursing care homes per 100,000 pop (ASCOF 2C) (BCF)	2nd (2023/24)	↓	583.0	<560.0	566.0	Low	There was a increase in the number of people aged 65 or over permanently admitted to residential or nursing homes during 2024/25; 898 admissions compared to 867 admissions in 2023/24. Note: 2024/25 is a provisional figure, and may be updated after the NHSE publication of ASCOF data later in the year.
Permanent admissions to residential or nursing care of service users aged 18-64 per 100,000 pop (ASCOF 2B)	2nd (2023/24)	↑	13.3	<15.2	14.3	Low	The number of people aged 18-64 permanently admitted to residential or nursing homes during 2024/25 (58) was four lower than in the previous year (62). Note:2024/25 is a provisional figure, and may be updated after the NHSE publication of ASCOF data later in the year.
Unplanned admissions for chronic ambulatory care-sensitive conditions (BCF)	-	↑	780.5	650.6	803	Low	Reduced admissions for 2024/25.
% of people who use services who find it easy to find information about support (ASCOF 3C pt 1)	4th (2023/24)	↑	61.1%	66.4%	59.3%	High	Result derived from the adult social care survey. Performance in 2024/25 at 61.1% was slightly improved on the 59.3% recorded the last time this survey was undertaken in 2023/24, but below the national average of 66.4%.
% of carers who find it easy to find information about support (ASCOF 3C pt 2)	3rd (2023/24)	-	-	59.1%	56.1%	High	Derived from the biennial carers survey, performance was 56.1% in 2023/24. The survey will next be run in October 2025.
<u>Improved Discharge & Reablement</u>							
% of people discharged from acute hospital to their normal place of residence (BCF)	-	→	92.1%	93.0%	92.2%	High	BCF funding has supported the intermediate care model which has increased capacity in home care services ensuring more people go home. In turn discharging to bedded community care has helped to ensure as many people return home after a period of rest and recovery as possible.
% of people aged 65+ still at home 91 days after discharge from hospital into reablement/ rehabilitation services (ASCOF 2D 1 (BCF))	✓ 2nd (2023/24)	↑	90.7%	83.8%	88.1%	High	Performance in 2024/25 of 90.7% was above the previous year, and also above the England average of 83.8%. Note: 2024/25 is a provisional figure, and may be updated after the NHSE publication of ASCOF data later in the year.
% of people receiving reablement with no subsequent long-term service (ASCOF 2A)	✓ 1st (2023/24)	→	88.7%	77.4%	89.6%	High	This indicator measures the proportion of people who had no need for ongoing services. Outturn in 2024/25 at 88.7% was very similar to the previous year, and well above national average. Note: 2024/25 is a provisional figure, and may be updated after the NHSE publication of ASCOF data later in the year.

Notes: ASCOF benchmarks are compared to all social services authorities. 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework

Adult Social Care							
Description		Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity Commentary
Personalisation							
% of people who use services who have control over their daily life (ASCOF 1B)		3rd (2023/24)	↓	76.6%	77.6%	79.1%	High This indicator is derived from the Annual Adult Social Care Survey. Performance in 2024/25 at 76.6% was 2.5% lower than the last time this survey was undertaken in 2023/24.
% of people using social care who receive self-directed support (national, ASCOF 3D pt 1A)	✓	3rd (2023/24)	↑	96.6%	92.2%	96.3%	High The proportion of people in receipt of a personal budget in 24/25 was 0.3% higher compared to the previous year. Note: 24/25 is a provisional figure, and may be updated after the NHSE publication of ASCOF data later in the year.
% of carers receiving self-directed support (ASCOF 3D Pt 1B)	✓	1st (2023/24)	→	100.0%	89.7%	100.0%	High 100% of carers continued to be in receipt of a personal budget in 2024/25, reaching the required target. Note: 24/25 is a provisional figure, and may be updated after the NHSE publication of ASCOF data later in the year.
% of adults receiving support via direct payments (ASCOF 3D Pt 2A)		1st (2023/24)	↓	33.0%	25.5%	35.6%	High 33.0% of service users were receiving direct payments in 24/25, lower than the 35.6% result in 23/24. This is still above the national average and target of 25.5%. Note: 24/25 is a provisional figure, and may be updated after the NHSE publication of ASCOF data later in the year.
% of carers receiving direct payments (ASCOF 3D Pt 2B)	✓	3rd (2023/24)	↑	100.0%	77.4%	99.7%	High The proportion of carers in receipt of a direct payment at 100% was higher than the previous year, and much greater than the target. Note: 24/25 is a provisional figure, and may be updated after the NHSE publication of ASCOF data later in the year.
Dementia							
Dementia diagnosis rate by GPs		4th (2025)	↓	61.5%	66.7%	62.8%	High The indicator shows the rate of persons aged 65 and over with a recorded diagnosis of dementia compared to the number estimated to have dementia given the characteristics of the population and the age and sex specific prevalence rates. Latest data is for 2025.
Care Quality							
Overall satisfaction of people who use services with their care and support (ASCOF 1D)		3rd (2023/24)	↓	62.8%	65.4%	64.5%	High This result is calculated from the adult social care survey. In 2024/25 it was 62.8%, 1.7% lower than the last time the survey was completed in 2023/24.
Overall satisfaction of carers with their care and support (ASCOF 1E)		2nd (2023/24)	-	N/A	36.3%	37.6%	High The biennial carers survey is due to be completed again in 2025/26. LCC performance of 37.6% in 2023/24 was slightly higher than the England average (36.3%)

Adult Social Care							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
% of Care Homes rated good or outstanding	3rd (Aug 2025)	↑	81.3%	-	77.9%	High	This indicator is based on Care Quality Commission (CQC) data. As of August 2025, two providers were rated as inadequate, and 26 required improvement, out of 158 registered in Leicestershire.
% of Home Care Providers rated good or outstanding	3rd (Aug 2025)	↓	86.8%	-	88.2%	High	This indicator is based on Care Quality Commission (CQC) data. In August 2025, no Home Care providers were rated as inadequate, but 14 required improvement.
Social care related quality of life (ASCOF 1A)	3rd (2023/24)	→	18.6	19.1	18.8	High	This measure is drawn from a number of questions in the annual survey of service users including such topics as control over daily life, how time is spent and social contact. In the 2024/25 survey the outturn was on par with the previous year, and slightly lower than the 2022/23 national average of 19.1.
Carers reported quality of life (ASCOF 1C)	2nd (2023/24)	-	N/A	7.3	7.2	High	Similar to the indicator above, this is drawn from a number of questions in the carers survey including topics such as control over daily life, social participation and safety. This survey was not completed in 2024/25, but will be undertaken in 2025/26
<u>People reach their potential</u>							
% of people with learning disabilities aged 18-64 who live in their own home or with their family (ASCOF 2E)	2nd (2023/24)	↑	87.2%	81.6%	85.3%	High	The proportion of people who live at home or with family; 2024/25 performance on this was 1.9 percentage points higher than the previous year. Note: 24/25 is a provisional figure, and may be updated after the NHSE publication of ASCOF data later in the year.
% of people who use services who had as much social contact as they would like (ASCOF 5A1)	3rd (2023/24)	↓	39.6%	45.6%	44.9%	High	This indicator is derived from the adult social care survey. Performance in 2024/25 was 5.3% points lower than the previous survey undertaken in 2023/24.
% of carers who had as much social contact as they would like (ASCOF 5A2)	4th (2023/24)	-	N/A	30.0%	25.4%	High	The biennial carers survey was not completed in 2024/25. Performance of 25.4% in 2023/24 was slightly lower than the latest England average (30%) although similar to the previous survey result.

Adult Social Care							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
<u>Safeguarding Adults</u>							
% of people who use services who say they feel safe (ASCOF 4A)	2nd (2023/24)	↓	66.8%	71.1%	72.2%	High	This indicator is derived from the adult social care survey. Performance in 2024/25 at 66.8% was lower than the 72.2% recorded the last time this survey was undertaken in 2023/24.
Number of safeguarding adults alerts received	-	↓	2,909	-	1,732	Low	In 2024/25 a total of 2,909 safeguarding alerts were received into Adult Social Care, considerably higher than the previous year.
% of safeguarding enquiries where the identified risk was reduced or removed (New indicator, ASCOF 4B)	-	→	95.1%	National data not yet avail	95.9%	High	In 2024/25, in 95.1% of Safeguarding enquiries, the identified risk was removed or reduced. This was very similar to the proportion in 23/24. No national comparison figures are available yet.
Notes: ASCOF benchmarks are compared to all social services authorities. 'ASCOF' refers to the Department of Health Adult Social Care Outcomes Framework.							

Mental Health						
Description	Quartile position	Direction of Travel	End of Yr 2024/25	End of Yr 2023/24	Polarity	Commentary
<u>Mental Health</u>						
% of people with a low satisfaction score	3rd (Eng)	↓	6.0%	2.8%	Low	We are a key partner in the Leicester, Leicestershire and Rutland Mental Health workstream, with a range of interventions aimed at helping people avoid becoming ill - focus on building wellbeing and resilience. Latest data is for period 2022/23, the Leicestershire result is similar to the England average of 5.6%.
% of people with a low happiness score	3rd (Eng)	↓	8.8%	6.3%	Low	As above
% of people with a high anxiety score	3rd (Eng)	→	23.6%	23.6%	Low	As above
Suicide rate (per 100,000)	2nd (Eng)	↓	10.3	9.2	Low	Latest data is for period 2021-23.
Rate of excess under 75 mortality rate in adults with serious mental illness	2nd (Eng)	↑	382%	423%	Low	Latest data is for period 2021-23. Leicestershire result is similar to the England average.
<u>Notes:</u> Public Health Outcomes Framework (PHOF) benchmarks are compared to all single / upper tier authorities						

Children & Families							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
<u>Supporting Families & Early Help</u>							
Number of completed Early Help Assessments	-	→	1369	-	1381	-	Similar to previous year
Number of completed Early Help Assessments closed with reason 'outcomes met'	-	→	83%	-	82%	High	Similar to previous year
Percentage of successful family claims as part of the national Supporting Families programme, against annual allocation	✓ -	↑	100%	100%	50%	High	Supporting Families Programme ended as of the start of 2025/26.
<u>Safeguarding Children</u>							
Single assessments completed within 45 working days	1st (2023/24)	↓	83.5%	85%	90.8%	High	Comments to follow
% re-referrals to children's social care within 12 months	4th (2023/24)	↓	25.5%	22%	23.7%	Low	Comments to follow
Child protection cases which were reviewed within required timescales	4th (2023/24)	↑	84.4%	95%	83.4%	High	Comments to follow
Children becoming the subject of a Child Protection Plan for a second or subsequent time	3rd (2023/24)	↑	24.8%	21%	26.9%	Low	Comments to follow
Number of child sexual exploitation (CSE) referrals	-	↓	161	-	121	Low	Comments to follow
Number of child criminal exploitation (CCE) referrals	-	↓	201	-	153	Low	Comments to follow

Children & Families

Description		Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
Looked After Children								
Stability of placements - children in care with 3 or more placements in year.	✓	1st (2023/24)	→	8.8%	9%	9.0%	Low	Comments to follow
% Looked after children receiving health checks		4th (2023/24)	↑	91.2%	90%	82.0%	High	Comments to follow
% Looked after children receiving dental checks		1st (2023/24)	↓	93.1%	90%	95.0%	High	Comments to follow
Emotional Health of looked after children - mean SDQ score		2nd (2023/24)	→	14.7	-	14.7	Low	Comments to follow
Care leavers aged 19, 20 and 21 in education, employment or training	✓	1st (2023/24)	↑	62.9%	50%	59.0%	High	Comments to follow
Care leavers aged 19, 20 and 21 in suitable accommodation	✓	1st (2023/24)	→	94.1%	80%	94.0%	High	Comments to follow
Total average time in days to place with prospective adopters		-	↑	590	-	642	Low	Comments to follow
% children who wait less than 14 months for adoption		-	↑	34%	-	24%	High	Comments to follow
Notes: Children's Social Care data is provisional - to be confirmed by DfE in winter 2024/25. A new data system was implemented during 2022/23 and this has affected in-year tracking of children's social care indicators. Comparators are 31 county councils & county unitaries.								

Community Safety							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
Youth Justice							
Rate of first time entrants to the criminal justice system aged 10 - 17	✓ 1st (2024)	↑	91	-	94	Low	Rate per 100,000 of 10-17 population (Jan 24 - Dec 24)
Custody Rate	3rd (2023/24)	↑	0.04	-	0.06	Low	Rate per 1,000 of 10-17 population (Jan 24 - Dec 24)
Anti-social Behaviour							
Anti-social behaviour total (per 1,000 population)	-	↓	9.8	-	6.4	Low	Reported anti-social behaviour is higher than the previous year.
% agree people from different backgrounds get on well together	1st/2nd (2023/24)	→	90.6%	-	90.9%	High	The figure remained similar for 2024/25. We continue work to strengthen community cohesion, supporting communication with and across community groups. The results are from the Community Insight Survey of c.1100 residents during 2024/25.
Reported hate incidents (per 1,000 population)	-	↑	1.3	-	1.4	Low	We continue work to strengthen community cohesion, supporting communication with and across community groups.
Vulnerable People							
Reported domestic abuse incident rate (per 1,000 population)	3rd (2023/24)	↑	15.8	-	16.4	Low	Reported domestic crimes and incidents have slightly decreased compared to the previous year.
Domestic violence with injury rate (per 1,000 population)	-	↑	2.2	-	2.5	Low	There has been a small reduction in reported domestic violence with injury compared to the previous year.
% of domestic violence cases reviewed at MARAC that are repeat incidents	-	↓	40.8%	28%-40%	38.3%	Low	The figure of 40.8% covers July 2024 to June 2025.
Number of safe accommodation spaces for domestic abuse victims	-	↑	33	-	14	High	This now includes additional units funded by MHCLG grant and public health.
Notes: Comparators are 31 county councils & county unitaries, except where (Eng.) indicates that comparison is with all English local authority areas.							

Communities, Libraries & Heritage								
Description		Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
<u>Communities</u>								
% of respondents who had given some unpaid help in the last 12 months	✓	-	↑	59.3%	-	45.9%	High	Statistically significant increase compared to the previous year. The results are from the Community Insight Survey of c.1100 residents during 2024/25.
% of respondents agreeing that they can influence County Council decisions affecting their local area		-	→	20.4%	-	22.3%	High	Statistically similar result to the previous year. The results are from the Community Insight Survey of c.1100 residents during 2024/25.
% of respondents stating that they were satisfied with their local area as a place to live	✓	1st/2nd (2024)	→	92.4%	-	92.4%	High	Similar result to the previous year. The results are from the Community Insight Survey of c.1100 residents during 2024/25.
Number of Neighbourhood Plans adopted		-	→	72		72	High	A range of neighbourhood plans adopted.
Number of active Community Response Plans		-	→	62		62	High	Significant number of active Community Response plans in place.
Number of LCC volunteers managed		-	↑	1208	-	1200	High	The Council supports a wide range of volunteering opportunities to help services and volunteers.
<u>Culture, libraries and heritage</u>								
Library total visits (beam count)	✓	-	↑	765k	780k	615k	High	Visits continue to perform well with increased overall levels. We expect to maintain this level in 2025/26.
Library total issues	✓	-	↑	2,534k	2,420k	2,385k	High	Total issues continue to increase, supported by strong e-loans performance.
Library children's issues		-	↓	757k	845k	833k	High	Children's issues impacted in 2024/25 by works to Loughborough children's library and new Library Management System reporting. Expected to stabilise in 2025/26
Library total e-downloads	✓	-	↑	1,258k	1,027k	1,006k	High	E-downloads continue to increase, and increase expected to continue but at a more modest level, being driven by E-press and E-audio books.
Number of communities running their own library		-	→	34	-	34	High	34 Community Managed Libraries continue to support Leicestershire communities in a wide range of ways.
Number of volunteer hours - libraries & heritage	✓	-	↑	21.1k	20.0k	19.6k	High	Volunteering opportunities at libraries and heritage sites in 2024/25 were 8% higher than in the previous year.
Number of tourism visitor days (millions)		-	↑	25.4	-	24.6	High	Improvement compared to previous year. The tourism sector continues to recover from the Covid-19 pandemic. Data shown is for 2023 and 2024. The result for 2019 was 27.2 million.
Number of visits to heritage sites	✓	-	↑	140.2k	136.0k	134.1k	High	The number of visitors to heritage sites in 2024/25 at over 140,000 is 5% higher than the previous year. A number of sites have had strong ratings and awards.
Notes: Comparators are 31 county councils & county unitaries.								

Enabling Services							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
Customer Services & Digital Delivery							
% think Leicestershire County Council doing a good job	-	→	49.1%	-	50.6%	High	The result is statistically similar to the previous year. The results are from the Community Insight Survey of c.1100 residents during 2024/25.
% that trusts the County Council	1st/2nd (2024)	→	64.6%	-	68.5%	High	As above.
% that feel well informed about the County Council	-	→	53.0%	-	55.7%	High	As above.
% of residents who agree the Council treats all types of people fairly	-	→	79.9%	-	79.5%	High	As above.
Media rating (points)	-	↑	4,890	4,200	4,079	High	The result is higher than the previous year and exceeds the target.
% calls to the Customer Service Centre answered	-	↑	79.5%	-	75.7%	High	Improvement compared to the previous year. A restructure has now moved Adult Social Care call answering into the Adults and Communities Department.
Number of complaints reported	-	↑	1,287	-	1,470	Low	The result shows a 12% decrease in complaints received compared to the previous year.
Number of compliments reported	-	↓	393	-	422	High	There was a 7% increase in the number of compliments compared to 2023/24. Libraries, Heritage and Museums receiving 57% of the total volume of compliments.
% Complaints responded to within 20 days	-	↓	71%	-	76%	High	The result is a slight decrease compared to last year. 44% of all complaints received a response within 10 working days.
People Strategy							
% annual staff turnover	-	↑	11%	10%	13%	N/A	Staff turnover has moved closer to the 10% target, possibly due to fewer vacancies in the wider job market.
Number of RIDDOR (Health & Safety) Incidents	-	↓	15	-	12	Low	The number of RIDDOR incidents has increased slightly during 2024/25.
Number of apprentices employed by Leicestershire County Council	-	↑	134	-	114	High	The result for 31 March 2025 is higher than the previous year.
% mean gender pay gap	3rd (2024)	↑	7%	-	9%	Low	The result is an improvement on last year. Data shown is for March 2023 and March 2024.
Notes: Comparators are 31 county councils & county unitaries.							

Strategic Planning & Economic Development

Description	Quartile position	Direction of Travel	End of Yr 2024/25	End of Yr 2023/24	Polarity	Commentary
Economy Context						
Productivity and competitiveness (total Gross Value Added at current prices) (Leics, & Rutland)	-	↑	£22.14bn	£21.57bn	High	The data shown is for 2023 and shows a rise of £0.57bn
Productivity and competitiveness (Gross Value Added to local economy per head) (Leics & Rutland)	2nd (2023)	↑	£29,360	£28,260	High	Data shown is 2023. This is a rise from the previous year of £740 per head
Gross Disposable Household Income per head	-	↑	£23,226	£21,388	High	Data shown is 2022 and 2023. This represents a rise of £1838 per head. Increase includes post-pandemic recovery.
Gross Disposable Household Income per head - growth over last 5 years	-	↑	17.9%	12.9%	High	Growth in GDHI over the previous 5 years rose by 5 percentage points. Increase includes post-pandemic recovery.
% of premises with gigabit-capable broadband	2nd (2025)	↑	87.5%	81.1%	High	Data shown is for September 2024 and September 2025.
Private sector funding secured to deliver infrastructure (Section 106)	✓ -	↑	£23.3m	£19.2m	High	2024/25 result is provisional data. Contributions relate mainly to residential developments, with significant stages of development being reached which trigger payments.
% of households in fuel poverty	2nd (2023)	↑	9.6%	12.5%	Low	The 2023 figure is 2.9% lower than in 2022.
% primary school pupils eligible for and claiming free school meals	1st (2025)	↓	17.2%	16.8%	Low	Rates continue to rise (i.e. worsen) and have increased steadily since 2018.
% secondary school pupils eligible for and claiming free school meals	1st (2025)	↓	19.4%	18.7%	Low	As above.
Businesses Invest and Flourish						
Number of new enterprises per 10,000 population	2nd (2023)	↑	46.2	44.8	High	The number of new enterprises rose between 2022 and 2023
3 year business survival rate	4th (2023)	↓	50.9%	52.8%	High	Results showed slightly lower survival rates for 2023 data

Notes: Comparators are 31 county councils & county unitaries.

Strategic Planning & Economic Development - Skills

Description	Quartile position	Direction of Travel	End of Yr 2024/25	End of Yr 2023/24	Polarity	Commentary
Skill Supply and Demand						
% achieving a Level 2 qualification by the age of 19	2nd (2023)	→	85.5%	85.8%	High	A similar figure to 2023
% of working age population with at least RFQ 2 level qualifications	1st/2nd (2024)	↓	90.7%	91.5%	High	Slightly lower than 2023 but Leicestershire remains higher than both East Midlands and Great Britain levels).
% of working age population with at least RFQ 3 level qualifications	1st/2nd (2024)	↓	70.4%	72.6%	High	Lower than 2023 but Leicestershire remains higher than both East Midlands and Great Britain levels.
% of working age population with at least RFQ 4 level qualifications	3rd/4th (2024)	↑	44.6%	42.4%	High	An increase of 2.2 percentage points. Leicestershire is higher than East Midlands levels but lower than Great Britain..
Number of apprenticeship starts (all employers in the county)	2nd (2023/24)	↑	4,460	4,340	High	There has been a small increase in apprenticeship starts after a small fall in 2023.
% Out-Of-Work Benefit Claimants (JSA & UC)	✓ 1st (Aug 2025)	→	2.4%	2.5%	Low	The rate is similar to last year and remains lower than the regional and national averages.
Unemployment rate	✓ 1st (Mar 2025)	↑	2.1%	2.3%	Low	The rate is slightly lower than 2023. The Leicestershire rate is lower than both regional and national levels.
Employment rate	2nd (Mar 2025)	↓	79.1%	81.6%	High	The rate is 2.5% lower than 2023 levels but continues to be higher than regional levels (74.9%) and national levels (75.4%).
Economic Inactivity rate	2nd (Mar 2025)	↓	19.1%	16.4%	Low	Economic inactivity has risen by 2.7%. This follows a fall in 2023. Leicestershire levels are lower than both East Midlands (21.8%) and Great Britain (21.5%).
% of 16 to 17 year olds who are not in education employment or training (NEET)	✓ 1st (2025)	→	0.7%	0.8%	Low	The NEET level in Leicestershire has remained similar for 2024 and is below regional and national comparisons
Gross weekly pay - all full time workers	2nd (2024)	↑	£685	£668	High	Median gross weekly pay by residency has risen by £16.60 in the past year.
Notes: Comparators are 31 county councils & county unitaries.						

Strategic Planning for Housing							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
Total new dwellings delivered	1st (2024/25)	↓	2,960	-	3,460	High	Quartile is new dwellings per 10,000 population (Source: Ministry of Housing, Communities, & Local Government).
Number of affordable homes delivered (gross)	3rd (2023/24)	↑	772	-	568	High	Results shown are for 2023/24 and 2022/23.
Housing affordability - ratio of median house price to median gross earnings (workplace based)	2nd (2024)	↑	8.01	-	8.57	Low	Affordability ratio has decreased (improved) since the previous year. The least affordable districts in Leicestershire are Harborough and Oadby & Wigston. Data is 2023 and 2024.
% domestic properties with Energy Performance Certificate rating C+ (existing)	3rd (2024/25)	↑	54.1%	-	51.2%	High	This indicator improved (2.9%) since the previous year. Comparative performance is in third quartile for 2024/25.
% domestic properties with Energy Performance Certificate rating C+ (new) ✓	1st (2024/25)	→	98.8%	-	98.8%	High	This indicator remained the same as previous year. It remains in the top quartile for 2024/25.
Notes: Comparators are 31 county councils & county unitaries.							

School & Academy Performance							
Description		Quartile position	Direction of Travel	End of Yr 2024/25	End of Yr 2023/24	Polarity	Commentary
Access to Good Quality Education							
% of pupils offered first choice primary school	✓	2nd (2025)	↑	95.4%	95.0%	High	3.6% of pupils were offered their second preference and 0.8% were offered their third preference primary school.
% of pupils offered first choice secondary school	✓	2nd (2025)	↑	92.0%	91.5%	High	Slight improvement on previous year. 5.7% of pupils were offered their second preference and 1.3% were offered their third preference secondary school.
% of primary schools assessed as good or outstanding		2nd (Aug 2024)	↑	90.7%	90.3%	High	Slight improvement on previous result. Latest result is for August 2024 due to change in Ofsted inspection ratings system. Previous result is for December 2023.
% of secondary schools assessed as good or outstanding		4th (Aug 2024)	→	77.8%	77.8%	High	Latest result is for August 2024 due to change in Ofsted inspection ratings system. Previous result is for December 2023.
SEND and Vulnerable Groups							
% of new Education, Health & Care Plans issued within 20 weeks (including exceptions)	●	4th (2023)	↓	4.3%	6.0%	High	The service has faced a continued increase in applications. Improvement plans have been implemented. Figures returned as per the SEN2 statutory returns and relate to calendar year. The % issued within 20 weeks in September 2025 was 27%, which brings the current calendar year average to 12%. The average time to finalise was 24.7 weeks at the end of September, compared to 46.9 weeks in May 2025.
% of special schools assessed as good or outstanding	✓	1st (Aug 2024)	→	100%	100%	High	Latest result is for August 2024 due to change in Ofsted inspection ratings system. Previous result is for December 2023.
Average Attainment 8 score - Pupils with special educational needs (SEN statement / EHCP)		1st (2024)	-		-0.94	High	2025 results awaited
Average Attainment 8 score - Pupils with special educational needs (SEN support)		3rd (2024)	-		-0.51	High	2025 results awaited
Secondary school persistent absence rate		1st (2024)	-		23.6%	low	2025 results awaited

School & Academy Performance						
Description	Quartile position	Direction of Travel	End of Yr 2024/25	End of Yr 2023/24	Polarity	Commentary
Key Stage 2						
Achievement of expected standard or above in Reading, Writing and Maths at Key Stage 2	2nd (2024)	-		61.4%	High	2025 results awaited
Key Stage 4 & 5						
Average Attainment 8 score (attainment in 8 subjects at GCSE level)	2nd (2024)	-		45.9	High	2025 results awaited
Average Attainment 8 score - pupils eligible for Free School Meals	3rd (2024)	-		32.1	High	2025 results awaited
Progress 8 (measure covering overall Key Stage 2-4 progress)	3rd (2024)	-		-0.10	High	2025 results awaited
Average points score per entry at 'A' Level (or equiv.)	4th (2024)	-		32.1	High	2025 results awaited
Notes: Responsibility of schools and academies with support from Leicestershire Education Excellence Partnership (LEEP). Comparators are 31 county councils & county unitaries.						

Environment Context							
Description	Quartile position	Direction of Travel	End of Yr 2024/25	Target / Standard	End of Yr 2023/24	Polarity	Commentary
Leicestershire rivers (excluding Leicester) are in good ecological status (%)	-	-	9.4% (2019)	-	0.67% (2016)	High	The latest data received from the Environment Agency (EA) is for 2019. The EA are legally obliged to publish a full set of data for every water body in England every six years and the next full set of results will next be available in 2026. Due to the EA adopting a change in methodology in 2019, the data for 2016 and 2019 are not comparable.
Leicestershire rivers (excluding Leicester) are in good chemical status (%)	-	-	0% (2019)	-	99.6% (2016)	High	Since 2019 the Environment Agency methodology for assessing river 'chemical status' became more rigorous and no rivers in Leicestershire have 'good chemical status.' Currently no surface water bodies nationally have met this latest criteria. This is the most up to date data from the Environment Agency currently available, with the next set of results available in 2026. Due to the EA adopting a change in methodology in 2019, the data for 2016 and 2019 are not comparable.
Renewable electricity generated in the area (MWh)	3rd (2024)	↓	378,213 (2024)	-	400,487 (2023)	High	Renewable electricity declined in performance by 5% since the previous year. Electricity from Photovoltaics has the greatest share of this, followed by Onshore wind. District locations generating the most renewable electricity are Harborough and Charnwood.
Renewable electricity capacity in the area (MW)	✓ 3rd (2024)	↑	461.6 (2024)	-	436.9 (2023)	High	Renewable electricity capacity in the area increased by approximately 6% when compared to the previous year. Electricity capacity is mainly from Photovoltaics. The Authority has limited influence on this.
NO2 exceedances for Leicestershire	-	↑	1 (2023)	-	3 (2022)	Low	This indicator is the number of times NO2 has exceeded 40 micrograms. According to the local District Councils Air Quality Annual Status Reports there was only one exceedance for 2023 an improvement on the previous year when there was 3. (One exceedance was in Blaby).
Notes: Comparators are 31 county councils & county unitaries.							

PART 3: Risks and Risk Management

The Council has had many years of austerity budgets and also been impacted by the Covid-19 pandemic and its longer-term impact, cost of living crisis and inflation. The service environment continues to be extremely challenging with a number of known major risks over the next few years. Given the pressures, it is important that the Council has effective performance monitoring and risk management arrangements in place. In relation to risk management the Council has a good risk management process to help it to identify possible risks, score these in terms of likelihood and impact and take mitigating actions. Corporate high risks currently identified include: -

- If we fail to deliver the **MTFS** savings, have an unexpected loss in income and/or fail to control demand and cost pressures then this will put the Council's financial sustainability at risk with major implications for service delivery.

Children and Families

- **Child Social Care** - if the number and type of **high-cost social care placements** (e.g. external fostering, residential and 16+ supported accommodation) increases (especially in relation to behavioural and CSE issues) then there may be significant pressures on the Children's Social Care placement budget, which funds the care of vulnerable children.
- **SEN D** - If **demand** for and the complexity of Education Health and Care Plans (EHCP) continues to rise, and corrective action is not taken, there is a risk that the high needs deficit will continue to increase and create a significant burden on the Council.
- If **Special Educational Needs Assessments** are delayed and Education, Health and Care Plans are not issued on time with appropriate school placements for children identified, Transport Operations could be failing to provide a timely statutory service.
- If current **demand for EHC Needs Assessment** and updating of EHCPs after annual review exceeds available capacity of staff within SEND Services (particularly educational psychology and SEN Officer) then this leaves the Council vulnerable to complaints of maladministration with regards to statutory timescales. The situation is worsened by a lack of specialist placements which means that children with complex needs may not be placed in a timely way and hence may not receive the support to which they are entitled through their EHC Plan.
- If the immigration status of **refugees and asylum seekers** (including UASC) who arrive in the County is not resolved, then the Council will have to meet additional long-term funding in relation to its housing and care duties, with the biggest cost and staffing impacts on Children and Family Services.
- If **suitable placements** are unavailable for **UASC** (unaccompanied asylum-seeking children) who arrive in the County, then there will significant pressures meeting statutory duties for UASC as well as financial pressures in meeting their complex needs.

Adult Social Care

- If health and care partners fail to work together to address the impact of **system pressures** effectively, there is a risk of an unsustainable demand for care services and a risk to the quality of those services to meet need.
- If the Department fails to develop and maintain a stable, sustainable, and quality **social care market** to work with, then it may be unable to meet its statutory responsibilities.
- If there is a continuing **increase in demand** for assessments (care needs and financial) then it may not be met by existing capacity.

Environment

- If the **Ash dieback** disease causes shedding branches or falling trees, then there is a possible risk to life and disruption to the transport network.
- Waste - If there was a major issue which results in unplanned **waste site closure** (e.g., fire) then the Council may be unable to hold or dispose of waste.
- If there are significant changes/clarifications to legislation, policy or guidance then performance could be impacted and cost increases.
- If services do not take into account current and future **environmental changes** in their planning such as more flooding, they may be unable to respond adequately to the predicted impacts, leading to significantly higher financial implications and service disruption, as well as making future adaptation more costly.

Corporate Services

- **Cyber Security** - If the council does not effectively manage its exposure to cyber risk, then there is a substantial risk of a successful cyber-attack which could severely damage the Council's reputation and affect service delivery which might result in significant costs.
- **Procurement** – If there is an actual or perceived breach of procurement guidelines then there may be a challenge which results in a financial penalty.
- If suppliers of critical services do not have robust **business continuity** plans in place, then the Council may not be able to deliver services.
- If there is a failure to restore services or maintain services in a major disruption e.g. pandemic, power outage, cyber incident, etc then the Council is at risk of not being able to deliver identified critical services.
- **Sickness** – If sickness absence is not effectively managed then staff costs, service delivery and staff wellbeing will be impacted.
- **Recruitment** - If departments are unable to promptly recruit and retain staff with the right skills and values and in the numbers required to fill the roles needed, then the required/expected level and standard of service may not be delivered, and some services will be over reliant on the use of agency staff resulting in budget overspends and lower service delivery.

Economy

- **Infrastructure** – If developer contributions are not secured, are not sufficient to cover costs or are not spent efficiently then there could be a failure to pay for roads, schools and other essential infrastructure.
- If the East Midlands Gateway 2 application is approved without mitigating infrastructure, then this could impact the Council's services.

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SCRUTINY COMMISSION – 10 NOVEMBER 2025

ANNUAL REPORT ON THE TRADED SERVICES STRATEGY

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to update the Scrutiny Commission on the performance of Leicestershire Traded Services (LTS) during 2024/25.
2. LTS is the Council's commercial arm and comprises catering services, property services, and professional and business services. Its customer base is predominantly Schools and Academies.
3. This report also requests the views of the Commission on the future direction of Beaumanor Hall and Park, as part of the Council's engagement process.

Policy Framework and Previous Decisions

4. In November 2013, the Scrutiny Commission considered progress being made in developing the Council's traded services. It agreed that it was important for the Council to continue trading and to retain and build upon existing business, particularly in relation to schools. The Scrutiny Commissioners were asked to consider establishing a member panel to review the Council's approach to trading.
5. A Scrutiny Review Panel on Traded Services met between June and October 2014. The Cabinet at its meeting in November 2014 accepted the Panel's recommendations.
6. One of the Panel's recommendations was that a stand-alone trading unit should be created as part of the County Council with its own brand and identity, to enable it to have a clear position in the marketplace and link to the Council's corporate branding, building on its reputation for high quality, value for money services.
7. With the continued financial pressure on the County Council the requirement to raise additional revenue has become a key element of the Council's Transformation Programme and has been specifically included in the County Council's Medium Term Financial Strategy (MTFS) since 2016.

8. Traded Services performance was initially reported to the Cabinet and the Scrutiny Commission under the Commercial Strategy and Workplan 2018-2022 and then under the Traded Services Strategy 2023-2028 (approved by the Cabinet in June 2023) which superseded the Commercial Strategy.
9. The Scrutiny Commission continues to receive regular reports on Traded Services performance, most recently in September 2024. At that meeting it was suggested that further consideration was given to the operation of Beaumanor Hall and the School Food Service. The Commission had a workshop event in the November to do this and this was followed in March 2025 with a further report on Traded Services. The views of the Commission arising from this meeting were reported to the Cabinet in July 2025.
10. The Cabinet (a new Administration, following local elections in May 2025) on 15 July 2025 considered a report on the future of Beaumanor Hall and Park and agreed to commence engagement on options to improve its financial performance. Also at that meeting the Cabinet authorised the Director of Corporate Resources to take the necessary action to cease the Traded Services' school catering offer with effect from the end of the 2026 academic year.

2024/25 Activity and Performance

11. Overall, the performance of LTS exceeded the budget target by £250,000, with a contribution of £243,000. Particularly notable were improvements to budget within the School Food Service, Professional Services and Property Services. Performance was less strong at Beaumanor and the Century Theatre, with both services missing their budget targets.
12. Whilst this year saw many services exceeding their financial targets, the outturn position of some services is more muted than previous years, as shown in the table below, driven by reduced customer numbers leading to lower income.
13. Retendering of services by Multi Academy Trusts (MATs) remains a major risk to all traded services, with aggressive pricing by competitors and some insourcing leading to several contracts being lost. Winning contracts back from the private sector is difficult as the additional costs of local government employment terms and conditions make the Council's pricing uncompetitive.
14. The overall financial results for LTS in 2024/25 are shown in the table below. All relevant costs have been included in the performance reporting.
15. As in previous years, there was no capital expenditure incurred in any of these areas.

<u>Service</u>	<u>Budget Target</u>	<u>Outturn</u>	<u>Over/ (Under) Spend</u>
	£000	£000	£000
LTS Education Catering	485	329	(156)
LTS Beaumanor	386	459	73
LTS Professional Services (LEAMIS (School IT and Financial Support), HR, Health and Safety)	(203)	(271)	(68)
Cafés	(36)	(39)	(3)
Century Theatre	67	94	27
Hard Facilities Management	(276)	(403)	(127)
Soft Facilities Management	(340)	(334)	6
Print	(76)	(78)	(2)
TOTAL	7	(243)	(250)

School Food Performance and MTFs Position 2025/26

16. The School Food Service ended 2024/25 with a loss of £329,000, a significantly improved position from the loss of £1.9m in the previous financial year and shows the impact of the turnaround plan that had been put in place.
17. This improved position was achieved mainly through the full-year impact of the new financial deals with all customers to deliver the required margin being realised.
18. This meant that although the number of overall customers decreased, income into the service remained static. Five sites were lost through MATs going out to tender, as part of routine procurement of major contracts, and then a further nine sites that were part of larger MATs moved to streamline and rationalise their catering by moving from LTS to the caterer used by the majority of schools in the MAT.
19. The service acquired a large number of contracts in Leicester City, after the closure of City Catering, successfully mobilising 9 sites after the February half-term holiday, implementing a full training and induction plan with staff moving to the County Council's employment.
20. Significant challenges continued with staff cost inflation of 5.8% (driven by national living wage rises) and food inflation of 3.4% in the year to April 2025.
21. Regular operational audits are undertaken by the Council's Food Standards auditor and 65 out of 71 sites achieved the highest - five star - rating. Local environmental health teams also inspect the sites and of 29 inspections, 28 were rated four or five star.
22. A three-week rotation menu is now offered, with five daily options, as standard: one of the most flexible standard menus on offer in the UK. The menu changes in line with the seasons. "Food for Life" (a Soil Association initiative) Bronze standard food continues to be offered.

23. The service relaunched the marketing calendar of special themed meals to run alongside the new menu with one special menu each month, designed to increase uptake and add variety to the regular menu.
24. LTS ran a highly successful Junior Chef competition which saw over 90 children submit an entry form. Following 9 heats, with 43 pupils, a winner from each went forward to the final at Loughborough College. The winning dish was cooked at the winning school for all staff and pupils, and the winner served the dish to all of her school.
25. Despite the improved financial position, the school market is changing rapidly. Many local authority providers are struggling if they are trying to manage a universal service with universal pricing. Some have aimed to make the service viable by increasing meal prices to well over £3. Other providers have chosen to exit the market entirely: 2024 saw the proposed closure of services in Leicester, Newcastle, Cheshire East, Hampshire, and North Tyneside. As noted above, retendering of catering by MATs is leading to a steady erosion of contracts from LTS Catering, risking the future viability of the service.
26. Universal Infant Free School Meals funding from central government has failed to keep pace with inflation: in 2023 the Institute for Fiscal Studies found it had lost 16% of its value in real terms since 2014. Recent research by the charity School Food Matters placed the actual cost of providing a nutritious and sustainable school meal at £3.16. The most recent funding increase from central government to the Universal Infant Free School Meal rate in April 2025 was 1.2%, or 3p per meal. This is at a time when wages have risen by over 5% and food inflation is running at close to 3% per annum. It now seems highly unlikely that central government will intervene to ensure adequate funding of the school meals sector. This is likely to accelerate the process of schools and trusts looking to find cheaper catering providers.
27. Therefore, despite the positive financial outlook in the short term, the longer-term prognosis is poor.
28. Following feedback from the Scrutiny Commission arising from its meeting in March 2025, a report on the School Food Service was considered by the Cabinet on 15 July 2025. At this meeting the Cabinet resolved to exit the School Food Service at the end of the academic year 2025/26. Staff and customers have since been informed: customers are being supported as necessary to find new catering providers and it is expected that the vast majority of staff will transfer to the new catering provider under TUPE protections.
29. The latest forecast for School Food shows a £41,000 revenue contribution compared to a budgeted expectation of a £298,000. Whilst this is an overspend against budget of £257,000, it does mean that the service is forecast to move into a contribution position for the first time since the COVID pandemic. This a £370,000 improvement on the net loss suffered in 2024/25 of £329,000.

Beaumanor Hall and Park Performance and MTFS Position 2025/26

30. The 2024/25 position showed a net loss of £459,000 after operating costs in other budgets not directly managed by the service are considered. This produced a budget overspend of £73,000, the reasons for which are detailed below.
31. To ensure best value for the Authority some operating costs, such as maintenance, are centralised across its corporate portfolio. These below the line costs for Beaumanor relates to building maintenance, insurance, marketing, grounds maintenance etc.
32. Beaumanor Hall's income target was £907,000 and its actual performance was £788,000. This was a marked improvement on the previous year's turnover of £691,000 but shows there is still a need for continued focus on sales and new revenue streams. Whilst a large proportion of the uplift came from add-on packages to wedding ceremonies onsite, this was not as popular as had originally been budgeted.
33. Income in Beaumanor Park (primarily used for outdoor education) was £987,000, as opposed to a budget of £1.095m. There has been a year on year drop in the number of bookings coming to the site, as well as the number of children attending, which matches falling school rolls.
34. The Hall was temporarily closed in April 2025 when the chimneys were discovered to be potentially dangerous. The entire building had to be evacuated and staff relocated to temporary accommodation. Within a few weeks, the Council had mobilised temporary marquees in the grounds and was able to continue to trade to the public. However, the closure of the Hall lasted until June and the loss of income is estimated at around £108,000.
35. As noted in previous reports to the Commission, energy costs are extremely high at Beaumanor and a project throughout this period focussed on better managing consumption. This has seen electricity usage decrease by 6% compared to 2023/24 levels.
36. The latest forecast for Beaumanor Hall and Park shows a net loss of £561,000 compared to a budgeted cost of £399,000, resulting in an overspend of £162,000.
37. Following on from the resolution from the Commission in March 2025, in July 2025 the Cabinet authorised the Director of Corporate Resources to commence an engagement process with stakeholders to establish options to improve the future financial performance of the site. More detail on this is at given at paragraphs 57 to 66 below and in the Appendix to this report.

Café Performance and MTFS Position 2025/26

38. Income at Beacon Hill was £2000 off target for the year at £340,000 and Tithe Barn brought in £265,000. Overall, the cafés slightly exceeded their annual contribution targets by £3000.
39. It should be noted that on both sites, the value of having catering facilities is greater than the catering financial return that they make. For example, since the café was constructed at Beacon Hill in 2019, the car park usage at Beacon Hill Country Park increased by over 40% in the months following, compared to the figures from the previous year. Likewise, the offer at Bosworth Battlefield Heritage Centre would not be complete without some form of catering.
40. Recruitment remains challenging, in line with the wider hospitality industry. Labour costs also increased markedly, due to the local government pay award, which added further pressure to the margin.
41. During the year, the Council has worked with lettings agents to find long term tenants and operators for the cafés. The Council was pleased to announce in August 2025 that Old Pots Ltd. would be taking over the operation of the Beacon Hill Café. They currently operate successful businesses in Newtown Linford and so have a good understanding of the local market. The Council is continuing to work with the lettings agent to finalise a new operator for the café at Tithe Barn.
42. It is expected that the Tithe Barn café will be outsourced by February 2026. Beacon transferred in August of this year. A small contribution of £14,000 is the latest forecast for their performance. In addition, lease income of at least £25,000 from Beacon is expected to be received in 2025/26.

Professional Services Performance and MTFS Position 2025/26

43. Overall, Professional Services outperformed their budget target by £68,000. Within this there were some significant variances with Traded HR and Traded Health and Safety services exceeding their budget by £105,000, whereas LEAMIS and School Financial Services missed its contribution target by £37,000.
44. The principal challenge faced by HR Services and Health and Safety remains the ongoing financial pressure created by the limited budgets of existing customers. This has been exacerbated by recent market developments and increased competition. In response to rising operational costs and to align with the national pay award, HR Services implemented a significant price increase of approximately 12% across all its services from April 2025. The service is committed to regularly reviewing its pricing structure to ensure that it continues to cover escalating costs whilst maintaining the current level of contribution to the MTFS. Despite these efforts, both the Health and Safety and HR services have experienced the loss of some clients during the year. This has largely been driven by competitors introducing appealing discounts to attract new

customers, as well as MATs opting to bring these services in-house, thus reducing demand for external provision.

45. During 2024/25, the LEAMIS service continued to assist schools seeking to change management information systems (MIS) to a cloud provider, ensure accreditation was up to date, and continued to offer support to schools.
46. LEAMIS successfully implemented new cloud school budgeting software, ensuring up to date financial data is available anytime, anywhere for schools and for the Council's strategic finance team. All schools have been trained, and the software is now embedded, providing schools' senior leadership and Governors with a much more improved management position of their budget, together with robust reporting for analysis purposes.
47. LEAMIS received notice from two out-of-County MATs as they undertook efficiency savings to reduce their annual service level agreement costs and decided to end their MIS support with the LEAMIS Service. This resulted in a loss of 27 schools.
48. A full review of school financial services is underway. This will see a significantly altered service, designed in conjunction with schools, that better delivers their requirements for timely budgeting, forecasting, and school business management.
49. Professional services latest forecast is for a contribution of £97,000 compared to a budgeted contribution of £196,000, an overspend of £99,000. This is a fall in contribution from £271,000 in 2024/25. This decline reflects the year-on-year pressures around margin, caused by local government pay awards, as well as increased competition within the market and insourcing of provision by MATs and suppliers.

Soft Facilities Management Performance and MTFS Position 2025/26

50. Despite the in-year impact of the pay award, Soft FM Contract Management had another strong year, delivering a contribution of £334,000, broadly in line with budgeted expectation. Soft FM includes services such as cleaning, grounds maintenance, and security. Print Services continued to improve on its financial performance following a restructuring and merger with the Council's Post Services delivering a contribution of £75,000 for 2024-25. In 2025/26 Soft FM will be focusing on embedding the significant number of new contracts for the County Council and external sites.
51. The forecast contribution for the Soft FM services for 2025/26 is £350,000 and £75,000 for Print Services.

Hard Facilities Management Performance and MTFS Position 2025/26

52. Hard Facilities relates to the physical and structural aspects of a building, focusing on the maintenance and repair of its essential systems and infrastructure. The service delivered a significant improvement on its budgeted

contribution target of £276,000 with an outturn contribution of £403,000. This was largely due to income from increased trading levels in the Sites Development Service, which delivers minor site works for schools and other external clients, as well as the benefits realised from restructuring teams to create savings.

53. Within the Sites Development Team, the main challenges have been recruitment and retention to meet the demands of the service. There is a good sales pipeline for 2025/26, and the number of external enquiries is increasing.
54. In 2025/26, the budgeted contribution for the combined services is £324,000. Once again, the team is forecasting that this figure will be exceeded. The latest forecast is for a contribution of £400,000 in line with 2024/25 achievement.

Century Theatre Performance and MTFS Position 2025/26

55. Financial performance at the Theatre was a loss of £94,000, worse than the budget for the year of £69,000.
56. In 2025/26 new management was put in place, with a renewed emphasis on quality programming and community theatre. This is starting to show positive results with the latest forecast outturn for Century Theatre a loss of £81,000 compared to a budget of £79,000.

Beaumanor Engagement – request for the views of the Commission

57. At its meeting in July 2025 the Cabinet agreed the commencement of an engagement process with stakeholders to establish options to improve the future financial performance of Beaumanor.
58. Public engagement consisted of an online survey for residents which ran during August and September. A total of 888 responses were received, which is exceptionally high for a public engagement. The survey is now closed.
59. The Council held an onsite engagement session for businesses at Beaumanor on 16 September. A total of 18 people attended from local businesses and two from the local parish council. The event was very positive and well received.
60. The Council held a planned public engagement session onsite at Beaumanor on 25 September. Around 20 people attended, most of whom were residents of Woodhouse Eaves. The event was very well received by attendees who enjoyed the tour of the site and a chance to talk about possible future uses. All the ideas expressed were captured by the staff present.
61. Of the 888 responses above, 24 were received from businesses. Where business owners left details and were not attending the event onsite at Beaumanor, the Council has followed up with them all for supplementary conversations.

62. The Council has approached a number of existing wedding venues chains to understand more about their experience of the current operation of the market.
63. The engagement questionnaire for schools is now live and will close in mid-November. This focuses on why schools use the site, or reason for not using it, as well as how they think the market for outdoor education will change in the future.

Emerging Themes

64. Emerging themes from the engagement so far, which may be worth of future development and business cases, include:
 - a. Conversion of part of the estate to accommodation for wedding guests.
 - b. Conversion of the courtyard to catering and retail, to provide public access to the site, potentially alongside charged car parking and outdoor play.
 - c. Substantial increases in events run from the Hall.
 - d. Rental of the Hall to external organisation to deliver events etc.
65. The public and business engagement has been centred around three key questions and the Scrutiny Commission is asked for its views on these questions and anything else relating to the future direction of Beaumanor, for example:
 - a. Are there any particular strengths that you think Beaumanor Hall offers?
 - b. Are there any barriers to making the most of Beaumanor Hall?
 - c. Do you have any suggestions for how Beaumanor Hall could generate more income or attract more visitors?
66. The full text of the public and business engagement is appended to this report.

Recommendation

67. The Commission is asked to note the performance of LTS during 2024/25.
68. The Commission is asked for its comments, in particular to the questions set out in paragraph 65 above.

Circulation under the Local Issues Alert Procedure

69. None.

Equality Implications

70. There are no equality implications arising directly from this report. If services change in the future an Equality Impact Assessment will be undertaken as required.

Human Rights Implications

71. There are no human rights implications arising directly from this report.

Officers to Contact

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Appendix

Public and Business Engagement Details

Background Papers

Scrutiny Commission – 12 June 2023 – Annual Commercial Strategy Report
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=137&MId=7101&Ver=4>

Cabinet – 23 June 2023 – Annual Report of the Commercial Strategy
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=7077&Ver=4>

Scrutiny Commission – 29 January 2024 – Interim Report on the Traded Services
Strategy
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=137&MId=7441&Ver=4>

Scrutiny Commission – 4 September 2024 – Annual Report on the Traded Services
Strategy
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=137&MId=7445&Ver=4>



Have your say on improving Beaumanor Hall

Beaumanor Hall is a large Grade II listed Victorian building situated in Woodhouse, Leicestershire. It is owned by the county council and is used for school trips (visited by 16,000 school children each year) and conferences, as well as for weddings, events, and gift fairs.

At present, the council has to subsidise the hall. It is estimated that for 2025/26, it will cost the council and taxpayers close to £500,000.

The site has potential, and Leicestershire County Council are keen to hear your views on what can be done to safeguard its future and bring in more revenue.

A separate engagement exercise will be carried out with schools once the autumn term starts in September.

Thank you for your assistance. Your views are important to us.

Please note: Your responses to the main part of the survey (including your comments) may be released to the general public in full under the Freedom of Information Act 2000. Any responses to the questions in the 'About you' section of the questionnaire will be held securely and will not be subject to release under Freedom of Information legislation, nor passed on to any third party. To find out more about how, why and what information we use please visit <https://www.leicestershire.gov.uk/about-the-council/data-protection-and-privacy>

Q1 In what role are you responding to this survey? Please select one option only.

- | | |
|--|-----------------|
| ☐ A resident of Leicestershire | Continue |
| ☐ A resident outside of Leicestershire | Continue |
| ☐ A representative of a business or organisation e.g. owner or employee | Go to Q6 |
| ☐ Other (please specify) | Continue |

If 'Other', please specify below

Q2 Have you ever visited Beaumanor Hall? Please select one option only.

- ☐ Yes, in the last 12 months
- ☐ Yes, between one and two years ago
- ☐ Yes, but more than two years ago
- ☐ No, I have never visited Beaumanor Hall
- ☐ Don't know / can't remember

Continue

Continue

Continue

Go to Q4

Go to Q4

Q3 Why have you visited Beaumanor Hall in the past? Please select all that apply.

- ☐ School trip
- ☐ Wedding/civil partnership or private event
- ☐ Public event or gift fair
- ☐ Conference or meeting
- ☐ Other (please specify)

Please specify 'other'

Q4 How important would the following events be to you in terms of visiting Beaumanor Hall in the future? Please select one option per row only.

	Very important	Fairly important	Not very important	Not at all important	Don't know / not applicable
School trip	☐	☐	☐	☐	☐
Wedding/civil partnership or private event	☐	☐	☐	☐	☐
Public event or gift fair	☐	☐	☐	☐	☐
Conference or meeting	☐	☐	☐	☐	☐
Other (please specify)	☐	☐	☐	☐	☐

Please specify 'other'

Q5 Do you have any suggestions for how Beaumanor Hall could generate more income or attract more visitors?

If you indicated in Q1 that you are responding as:

- A **resident** of Leicestershire or a resident outside of Leicestershire, please go to **Q14**
- A representative of a **business or organisation**, please **continue**
- '**Other**,' please **go to the instructions at the end of the survey.**

Q6 Which of the following best describes the type of business / organisation you represent? Please select one option only.

- ☐ Retail
- ☐ Hospitality (e.g., café, restaurant, hotel)
- ☐ Events/Entertainment
- ☐ Education/Training
- ☐ Outdoor education/activities
- ☐ Voluntary or community sector organisation
- ☐ Weddings/Occasions
- ☐ Other (please specify)

Please specify 'other'

Q7 Have you ever visited Beaumanor Hall in a professional or business capacity? Please select one option only.

- ☐ Yes, in the last 12 months
- ☐ Yes, between one and two years ago
- ☐ Yes, but more than two years ago
- ☐ No, I have never visited Beaumanor Hall
- ☐ Don't know/can't remember

Q8 Have you ever worked with Beaumanor Hall for events, services, or promotions? Please select one option only.

- ☐ Yes
- ☐ No
- ☐ Not yet, but interested

Q9 Would you be interested in exploring any of the following types of collaboration with Beaumanor Hall? Please select all that apply.

- ☐ Hosting joint events or fairs
- ☐ Weddings
- ☐ Providing catering or hospitality services
- ☐ Developing partnerships for community outreach or charity events
- ☐ Offering educational workshops or experiences
- ☐ Selling local products at the Hall
- ☐ Lease of spaces within the site for business activities
- ☐ Other (please specify)
- ☐ None of the above

Please specify 'other'

Q10 Are there any particular strengths that you think Beaumanor Hall offers for different types of businesses?

Q11 Are there any barriers to making the most of Beaumanor Hall that you think we should consider?

Q12 Do you have any suggestions for how Beaumanor Hall could generate more income or attract more visitors?

Q13 If you are willing to be contacted further about potential collaboration or to share information and best practice about the current market for businesses like yours, please provide your contact details:

Name:

Organisation:

Email:

Telephone:

Please skip to the instructions at the end of the survey.

About you

Leicestershire County Council is committed to ensuring that its services, policies, and practices are free from discrimination and prejudice, address the needs of all sections of the community and promote and advance equality of opportunity.

Many people face discrimination in society because of their personal circumstances and for this reason we have decided to ask these monitoring questions.

We would therefore be grateful if you would answer the following questions. You are under no obligation to provide the information requested, but it would help us greatly if you did.

Q14 What is your full postcode? This will allow us to understand the areas people are responding from. It will not identify your house.

Q15 What is your gender? Please select one option only.

- ☐ Male
- ☐ Female
- ☐ I use another term

Q16 What was your age on your last birthday? (Please enter your age in numbers not words)

Q17 What is your ethnic group? Please tick one box only.

- ☐ White
- ☐ Mixed
- ☐ Asian or Asian British
- ☐ Black or Black British
- ☐ Other ethnic group

Q18 The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to do normal daily activities.

Do you consider yourself to be disabled? Please select one option only.

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Q19 Are you an employee of Leicestershire County Council? Please select one option only.

☐ Yes

☐ No

Please return your completed survey to:

Beaumanor Hall Engagement Survey

Commercial Services

Room G40

Leicestershire County Council

Have Your Say

FREEPOST NAT18685

Leicester

LE3 8XR

No stamp required

Data Protection: Personal data supplied on this form will be held on computer and will be used in accordance with current Data Protection Legislation. The information you provide will be used for statistical analysis, management, planning and the provision of services by the county council and its partners. Leicestershire County Council will not share any personal information collected in this survey with its partners. The information will be held in accordance with the council's records management and retention policy. Information which is not in the 'About you' section of the questionnaire may be subject to disclosure under the Freedom of Information Act 2000.

Thank you for completing our survey. Your views are important to us.

Join the Conversation

Come along to the public event at:

Beaumanor Hall: Thursday 25 September (6pm)

Book your place with your **name** and **number of people** attending:

Email: beaumanor.hall@leics.gov.uk

Phone 01509 890 119 (option 3) Monday to Friday (9am to 3pm)

or:

Business Forum: Tuesday 16 September (6pm)

Book your place with your **name**, **business name** and **number of people** attending:

Email: beaumanor.hall@leics.gov.uk

Phone 01509 890 119 (option 3) Monday to Friday (9am to 3pm)

You'll receive a confirmation email of your place within 48 hours.

Stay informed: sign up for updates at <https://www.beaumanorhall.co.uk/>



SCRUTINY COMMISSION – 10 NOVEMBER 2025

MEDIUM TERM FINANCIAL STRATEGY **MONITORING (PERIOD 6)**

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to provide members with an update on the 2025/26 revenue budget and capital programme monitoring position as at the end of Period 6 (the end of September).
2. A supplementary report setting out the details above is currently being finalised to ensure that it includes all the required information, and this will be circulated to members and published on the County Council's website as soon as it is available.

Policy Framework and Previous Decisions

3. The Medium Term Financial Strategy (MTFS) for 2025/26 to 2028/29 was approved by the County Council on 19 February 2025. The MTFS forms part of the Budget and Policy Framework as set out in Part 4C of the Council's Constitution.
4. The Scrutiny Commission at its meeting on 8 September 2025 considered a report on the short and medium term financial position for the Council and proposed changes to the previously agreed capital programme following the latest review over the summer. The report also set out the revenue budget monitoring position as at the end of Period 4 (end of July).
5. The Cabinet at its meeting on 12 September 2025 noted the Period 4 monitoring position and, inter alia, approved the revised Capital Programme for 2025/26 to 2028/29 and the approach to updating the MTFS.

Recommendation

6. The Scrutiny Commission is asked to note the contents of the report.

Equality Implications

7. There are no equality implications arising from this report.

Human Rights Implications

8. There are no human rights implications arising from this report.

Circulation under the Local Issues Alert Procedure

9. None.

Background Papers

Report to the County Council on 19 February 2025 - Medium Term Financial Strategy 2025/26 – 2028/29

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=134&MId=7391&Ver=4>

Report to the Cabinet on 12 September 2025 – Medium Term Financial Strategy – Budget Monitoring and MTFS Refresh

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=7879&Ver=4>

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